



Palestinian Environmental Improvement Program Vocational Training Program (PEIP/VTP)

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Final Report



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The photo on the front cover shows the hard work undertaken by CHF's PEIP/VTP employment generation hires in their efforts to act as a catalyst for solid waste management change and environmental cleanup in their hometown of Beit Hanoun. The photo records the cleaning of vacant lot number NR360.

1. Executive Summary

1.1 Introduction



A section of the PEIP/VTP program labor force during a site visit by USAID CTO Fadi Khoury and PEIP/VTP Program Director for Ramallah and Al Bireh Liesbeth Zonneveld.

This document constitutes the final report submitted by CHF to USAID for the Palestinian Environmental Improvement/Vocational Training Program (PEIP/VTP).¹ The report details the achievements and impacts made over the 22-month duration of the program as measured against the targets and impact indicators outlined in sections IV and V of attachment B ("Program Description") of the cooperative agreement.

On July 19, 2002, USAID awarded a grant² to CHF to implement its PEIP/VTP program in support of USAID's JOBS program. Total funding for the program was estimated at \$6,891,339, of which USAID was to provide \$5,366,991. CHF and its municipal partners were to make contributions to the program of approximately \$1,524,348. The program

was to be managed and implemented by CHF in partnership with the municipalities. Their role would be to transport the solid waste collected by the CHF PEIP/VTP workers to environmentally safe landfills. This unique partnership allowed for a significant local contribution to the program.

The principal goal of the CHF PEIP/VTP was to create both immediate short-term employment and long-term sustainable employment in the northern Gaza Strip towns of Jabaliya, Beit Lahia, and Beit Hanoun and the West Bank towns of Ramallah, Al Bireh, and Nablus. The program focused on intensive cleaning of open sites in these municipalities where dirt, litter, and debris had accumulated. Therefore, the goal of PEIP/VTP was not only to create employment but also to contribute to improvement in the quality of life for up to 320,000 Palestinians in the target municipalities. Additionally, the plan was to utilize trained public awareness teams working directly with the public, both individuals and businesses, to ensure that once an area had been cleaned, the public would work to maintain the cleanliness in the open spaces. Finally, in addition to employment generation and quality-of-life improvement, the aim was to provide vocational training to at least 361 persons over the life of the program, thus enhancing their chances of entering the permanent job market at the end of the program.

1.2 Problems Addressed

1.2.1 Increased Unemployment and Poverty

The Palestinian economy has been severely disrupted as a result of Israel's closure policies and the deteriorating political situation in the region. Since the beginning of the new Intifada in late 2000, the Palestinian labor force has lost over 240,000 jobs (50%) from both the Palestinian

¹ Award No. 294-A-00-02-00218-00.

Territories and Israeli labor markets. PCBS figures for the first quarter of 2004 show that formal unemployment rates in WBG had reached 32%; while informal rates were as high as 64%.³ Real annual per capita income contracted by 44% between 1999 and the end of 2003.⁴ As a result, *poverty rates throughout the PT had tripled* from 20% to over 60%; in Gaza, the situation was even more alarming, with 75% of the population living in poverty.⁵

At the outset of the PEIP/VTP Program in August 2002, the Israeli/Palestinian conflict had already had a severe impact on both the economic vitality and quality of life of the Palestinian people, resulting in significant increases in unemployment. With the onset of debilitating internal and external closures imposed on the West Bank and Gaza, many Palestinian workers lost their sources of income due to loss of employment opportunities and access to markets.

This crisis deepened over the 22-month period of the PEIP/VTP program, witnessing a further steep decline in all Palestinian economic indicators. By the end of 2002, the World Bank reported that unemployment stood at 37 percent of the workforce, after peaking at 45 percent in the third quarter of 2002.⁶ With a 13 percent growth in the population of the West Bank and Gaza over the previous three years, real per capita incomes stood 46 percent lower than in 1999, and poverty – defined as those living for less than \$2.1 dollar per day – afflicted approximately 60 percent of the population. The unemployment rate remained substantially higher in Gaza than in the West Bank throughout the crisis period.

1.2.2 Solid Waste Accumulation and Public Health Hazards

The Palestinian Environmental Strategy (PES) had outlined a number of environmental driving forces, problems, and threats. Among those problems were solid waste generation, collection, and disposal. The PES analysis noted, "Uncontrolled dumping of the remaining waste on vacant lands and roadsides is quite common. Existing collection services are not always adequate." It also stated that the improper handling of solid waste in Palestine was a major cause of water quality deterioration, land degradation, air pollution, and pollution of the Gaza shore line ... The amount of accumulated waste in the project working area was estimated by PEIP/VTP surveyors at 147,880 cubic meters. This number reflects massive accumulation of "wasted" land area and suggests the need for intensive efforts to remove the waste and to implement a sustained plan to keep the area clean.

Municipalities in the West Bank and the Gaza Strip have developed different waste management systems with varying efficiencies and procedures. A common feature of these systems is that lack of planning and foresight has led to weak strategies and preparedness.

The PES has called for "setting up an effective solid waste management system with municipalities", and PEIP/VTP has included supporting municipalities to achieve this goal as one of its objectives.

Reflecting their need for support, none of the West Bank municipalities, including those in the project area, has a planning engineer on its staff. This oversight has led to improper waste handling and the waste accumulation in open areas. It has also led to an unplanned maintenance system in which trucks pick up waste at inconvenient times, thus creating a negative public image.

³ PCBS, Press Release on Labor Force Survey Results (January-March, 2004).

⁴ World Bank, *The Trust Fund for Gaza and West Bank: Status, Strategy and Request for Replenishment*, November 2003.

⁵ World Bank, *The World Bank and the Private Sector: Stock-taking since the Second Intifada*, September 2003.

⁶ World Bank, *Twenty-Seven Months – Intifada, Closures and Palestinian Economic Crisis: An Assessment* (Jerusalem: May 2003):

[http://lnweb18.worldbank.org/mna/mena.nsf/Attachments/27+Months+of+Intifada,+Closures/\\$File/27+months+Intifada,+Closures...An+Assessment.pdf](http://lnweb18.worldbank.org/mna/mena.nsf/Attachments/27+Months+of+Intifada,+Closures/$File/27+months+Intifada,+Closures...An+Assessment.pdf).

1.2.3 Insufficient Public Awareness Efforts

The PES also outlined public awareness measures related to strategies for the collection of solid waste and prevention of waste littering and burning. It also stated that a public awareness system taking into account these measures had to be developed, giving special focus to the different target sectors and utilizing the expertise of local NGOs. As an indicator of the problem, the Al Bireh municipality did not employ any public awareness team or staff member, and the Ramallah municipality had only one public awareness employee. This weakness led to neglect in waste handling that resulted in waste accumulation in open areas.

The teams created by PEIP/VTP were able to introduce changes, train relevant municipal staff and others, and improve communication between local governments and the public. Some of the PEIP/VTP team members were later employed by the municipalities.

1.2.4 Lack of Clear National Vocational Training Plans

In 1993, Israeli Civil Affairs transferred to the Palestinian Authority (PA) a number of vocational training centers that were poorly equipped or operated out of rented inappropriate buildings. Today these are run under the umbrella of the Ministry of Labor and implement limited programs sometimes in response to specific grants from donors and not based on a needs assessment study or a strategy. Most centers are poorly equipped, lacking in training material, and unreachable by those living outside the cities' boundaries. Few NGOs provide vocational training with the support of donors. Private sector vocational training programs are disappearing.

Due to financial constraints, a number of vocational training facilities were either closing or about to be closed. PEIP/VTP was able to support some of the important centers through contracts to train the staff and employment hires, thus helping keeping them open.

1.2.5 Weak Links and Coordination between the Communities, Local NGOs, and Municipalities

In many cases, communication between the municipalities and the communities they serve was weak, marked by lack of coordination and one-sided decision making processes. Reasons behind this are lack of focus on the positive role communities can play in the planning and service provision areas and lack of services provided by the municipalities due to financial constraints arising from revenue losses.

PEIP/VTP was able to catalyze a number of local communities through the formation of community committees to participate with the municipalities in planning and implementing service improvements. Some of these committees agreed to work after the project completion to represent the community in future initiatives.

1.3 Program End Achievements

Over the 22-month program period, the PEIP/VTP program achieved the following:

1.3.1 Employment Generation

- The PEIP/VTP program created 242,133 person days of direct employment: 17,055 more days of employment than – or 107.6% of – its agreed-upon target (225,078).

- The PEIP/VTP program generated exactly \$2,965,956.61 in income for Palestinian laborers.
- 27,119 person days of 'spin-off' or incidental employment were created: 1,910 more days of employment – or 108% – of its agreed-upon target (25,209 days).
- On average, the PEIP/VTP program generated 362 person months of employment per calendar month, meaning that on average 362 laborers were employed each month for the 22-month period. This is 26 person months more than – or 107.6% of – the 336 person months per calendar month originally proposed.
- The PEIP/VTP program enabled a \$10,000 project budget to fund 722 workdays, whereas a traditional emergency employment program (where the materials/salary ratio usually breaks down as 60% to 40%)⁷ would fund 285 workdays. For PEIP/VTP, the materials/salary ratio breakdown is 11% to 89%, with \$380,134 spent on materials and \$2,967,875 on employment generation wages.
- By directly hiring laborers, PEIP/VTP produced true employment generation statistics and employment income figures, not contractor's estimates.

1.3.2 Permanent Job Creation and New Employment

- Of the 693 PEIP/VTP employment generation hires that benefited from vocational training, 243 are known to have obtained a new job within one month after having worked in the PEIP/VTP program. This constitutes 35% of the PEIP/VTP employment generation hires that benefited from vocational training.

1.3.3 Environmental Improvements

- PEIP/VTP removed exactly 48,417 tons of solid waste from vacant lots, clearing approximately 2.3 square kilometers of land.
- 2,538 open vacant lots and 80 fenced vacant lots were cleaned (2,618 in total).
- Over the 22-month program period, the re-dirtying rate of vacant lots cleaned by PEIP/VTP was a mere 7.95% in Gaza and 9.5% in the West Bank. The 3848 tons of newly accumulated waste found in the re-dirtying survey, approximately equal to one month's production of household waste for the northern Gaza population of more than 180,000 citizens, was re-collected. Out of the 4,192 vacant lots cleaned, 1102 (26.3%) were re-cleaned.
- Many of the vacant lots cleaned by the PEIP/VTP program in northern Gaza cities had not been cleaned for many years or even decades. Residents living near these unofficial dumping sites complained of unpleasant odors, snakes, scorpions, rats, flies, and mosquitoes. The environmental impact of such a widespread clean-up will be felt for years to come.
- Forty-two neighborhood-level cleaning campaigns in northern Gaza cities and 53 campaigns in the West Bank were held in cooperation with NGOs, schools, local institutions, and neighborhood committees. More than 1,270 citizens participated in the Gaza campaigns and 2,095 in the West Bank campaigns.
- Out of the 4192 vacant lots cleaned in the West Bank, 580 vacant lots (13.8%) found new usage once cleaned. In Nablus four were turned into public gardens, four were made into playgrounds, 416 were fenced or surrounded by walls, and 37 were transformed into public gardens. Out of the 2538 cleaned vacant lots in Gaza, 358 (14%) were used after cleaning.

⁷ USAID West Bank and Gaza, *Spotlights: Reviving Stone Terraces in Rural Nablus*, (December 2002): http://www.usaid.gov/wbg/spotlight_6.htm.

1.3.4 Public Awareness and Environmental Stewardship

- 45,757 citizens of northern Gaza cities and 42,052 citizens in the West Bank participated in PEIP/VTP public awareness activities.
- PEIP/VTP's community outreach team organized 25,197 public awareness sessions for approximately 77,635 citizens, educating citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas. 15,042 sessions were organized in the West Bank covering subjects of solid waste management, environmental health, public role, citizen's roles and responsibilities, and so on.
- PEIP/VTP initiated the formation of 22 permanent neighborhood committees in Gaza and 25 in the West Bank on environmental cleanup implementation-related issues. The purpose of these committees was to undertake technical and environmental reviews in conjunction with PEIP/VTP engineers, develop with CHF and municipalities waste removal action plans, provide feedback on project implementation, and develop sustainable site maintenance plans for the affected families, businesses, and neighborhoods. These committees are still in existence and are highly active.
- PEIP/VTP's community outreach team worked with 255 community, governmental, and non-governmental organizations (including 96 in Gaza), utilizing CHF's successful community participation methodology.
- CHF received 171 letters of appreciation from citizens, community organizations, and governmental institutions (including 64 in Gaza) concerning the achievements of the PEIP/VTP program.
- Over the 22-month duration of the program, 3,365 local community members (including 1,270 in Gaza) participated in PEIP/VTP clean-up activities, and 21,873 hours were devoted to working in PEIP/VTP public awareness activities (including 8,255 hours in Gaza).
- 105,449 citizens of the West Bank benefited from the PEIP/VTP public awareness program and activities.
- CHF has distributed around 41,190 items of publications including brochures, phone books, stickers, calendars, and leaflets.
- 580 pupils have participated in the CHF-PEIP/VTP environmental contest.
- As an outcome of the 5,447 home visits, 26,994 persons benefited from information dissemination conducted by PEIP/VTP.
- The visits to commercial centers targeted 1,576 shop keepers or owners.
- 1,390 pupils are now members of the 54 school-based environmental clubs initiated by PEIP/VTP.

1.3.5 Municipal Capacity Building and Partnership

- The PEIP/VTP cooperative agreement specified that the northern Gaza and West Bank municipalities would contribute a match of \$1,524,348 to the USAID award of \$5,366,991. Despite the ongoing conflict, municipalities' contribution to the PEIP/VTP program equaled \$1,761,644. This amounts to 116% of the agreed upon matching contributions (West Bank and Gaza).
- Together with municipal leaders and formal and informal citizen groups, PEIP/VTP developed clear procedures on how to develop a cleaning plan, including ongoing surveying, data

collection, and technical and environmental reviews; obtaining feedback from specially formed neighborhood committees on environmental cleanup implementation; establishing collaboration between citizens and local governing bodies; developing of sustainable site maintenance plans; and creating neighborhood waste removal action plans.

- PEIP/VTP's public awareness and surveying teams worked closely with the northern Gaza municipalities to develop and implement a re-dirtying survey and follow-up cleaning plan in anticipation of the PEIP/VTP program's end. The re-dirtying survey and follow-up plan were handed over to the northern Gaza municipalities.
- It is part of CHF's mission to build local capacities whenever and wherever possible, especially among partners like municipalities. CHF-PEIP/VTP incorporated municipal staff in training courses offered by program staff; this included 45 trainees from the Nablus municipality alone.
- The three municipalities in the West Bank nominated one staff member each to the awareness team to learn and exchange knowledge and information so as to be ready and able to continue the program after the end of the PEIP/VTP.
- Experts from PEIP/VTP worked closely with the Al Bireh and Ramallah municipalities on sanitary landfill site identification, management, and rehabilitation (of existing sites) as well as on the review of the proposed solid waste council charter and bylaws.
- At the same time, the Nablus municipality's efforts on site identification were supported by PEIP/VTP staff.
- The re-dirtying survey in the West Bank was made in close coordination with the municipalities. Results were discussed and shared, and follow-up actions were jointly agreed.
- So far, 36 former PEIP/VTP sweepers have been hired by West Bank municipalities.

1.3.6 Vocational Training

- PEIP/VTP provided 106,323 hours of vocational training to PEIP/VTP employees hired under the program. This represents 9,084 more hours than its target of 97,239 training hours. (66,406 training hours were conducted in the West Bank.) 693 trainees (including 460 in the West Bank and 57 women) benefited from these training hours.
- 93 vocational training courses were offered in 38 subjects, at various levels and with differing emphases.
- The PEIP/VTP program provided vocational training courses that responded to the particular skill sets, skill needs, and future job choices of each employment generation hire.
- All courses provided were based on the employees' and local needs and responded to the particular skills requested by the employees and counterparts.
- Work safety and general knowledge courses (including labor law) were given to almost every employee, while vocational courses were based on the pre-training needs assessment.
- Out of the 93 courses, 50 were provided by 14 local institutions at no cost. The institutions waived the fees of the 85 trainers who conducted the training.
- Free courses covered 21,878 training hours (32.9% of total provided).
- The estimated cost value of these courses was \$11,720.

1.3.7 Gender and the Role of Women

- Out of the total 242,133 person days in the West Bank and Gaza, 22,059 person days (725 person months or 9.1%) were generated by women.

- PEIP/VTP's public awareness team (formed mostly of female employment generation hires) coordinated with neighborhood committees and municipal surveyors on neighborhood waste removal action plans and vacant lot surveys; carried out home, business, and institutional visits; and participated in the design and implementation of environmental summer camps for children.
- Of the 693 persons trained according to assessed individual training needs, 57 were women (8%). These female employment generation hires received 5.5% (5,817 hours) of the training offered in the West Bank and Gaza.
- Eight (53%) of the 15 female PEIP/VTP public awareness employees found a permanent job.
- The engineering departments in Nablus, Ramallah, and Al Bireh were run entirely by female engineers.
- Of those employed by PEIP/VTP, 36 (7.8%) were women.
- Of all training hours offered by VTP, 4,344 hours (6.5%) were for women.
- All except two staff members on the awareness team were women. The awareness team was 85% female.

1.3.8 Media Coverage

- USAID was prominently acknowledged in extensive mass media coverage of the PEIP/VTP program over the past 22 months: eight newspaper articles, two Palestinian television reports, and four Palestinian radio reports.
- Over the past 22 months, CHF-PEIP/VTP was extensively covered by local media in the West Bank: 24 newspaper articles, 15 radio and TV reports, and one video film. USAID was acknowledged on this coverage through the program weekly highlights.

1.4 Lessons Learned

Many lessons were learned over the course of PEIP/VTP program implementation:

- Because the PEIP/VTP program was designed and prepared in consultation with the Ministry of Local Government and target municipalities, CHF's responsiveness to municipal priorities was built in. This close partnership meant that the municipalities assigned the program high priority in their operational plans and budget. Partnering with municipalities in the design and implementation of future programs is critical for their success.
- Conducting a thorough training needs assessment and market skills survey at the early stages of the program ensured the training provided was responsive.
- The combination of employment with vocational training added substantial value to the program in terms of guaranteeing future long-term employment to many of the employment hires, particularly due to the responsiveness of the training provided to market demand and laborers' skills and interests.
- The vocational training component improved the workers' (mainly sweepers) morale and standing within their communities. This type of work was seen with respect by the community members, in some cases for the first time.

- The partnerships developed from the program's outset and the transparent planning methodology of the PEIP/VTP ensured the program exceeded matching contribution targets without any difficulty or resistance from the partners. Additionally, the fact that more than one partner was involved in the program encouraged positive competition among them.
- Having the partners nominate at least one person to join the awareness team had a positive impact on the team and was well received by the community. The communities were very receptive, listened to the team members, and committed themselves to adhering to their advice, particularly with regard to maintaining cleaned areas.
- It was noted that vacant lots suggested by communities to be cleaned were kept cleaner than lots suggested by municipalities. This reflects the importance of community consultations and responding to priorities set by them directly.
- Involving the schools and students in the implementation of activities led to the establishment of a large number of school-based environment clubs. This is clearly an indicator of the program's success and the sustainability of many of its activities.
- Although the program did not have a construction component in its design, adding the construction of stone walls enhanced its impact and image, revived an important skill, highlighted the potential inherent in using locally available materials such as stones, and contributed to maintaining many vacant lots protected and clean.
- The success of the stone wall component encouraged municipalities to look for additional funding to replicate the program in other areas of their cities. This is an indication of the success of the project in generating employment and improving the environment. The stone walls became a trademark for CHF and USAID, catalyzing others to design and implement similar programs.
- The use of domestic (sometimes termed "import-substitute") materials was optimized, and with the exception of three cars, no materials or supplies were purchased from outside the project area. This meant not only that the program had a positive multiplier effect on the local economy, but also that no problems, delays, or price increases related to the supply or import of project materials were encountered.
- With the Palestinian General Federation of Trade Unions in Northern Gaza, PEIP/VTP developed and utilized transparent selection rules and criteria concerning the direct recruitment of employment generation workers throughout program implementation. The application of strict socio-economic selection criteria and the direct hiring of employment generation workers meant that those most in need were selected. In this way, CHF was able to avoid the problems of favoritism and nepotism. CHF and partner municipalities also gained a reputation for transparency and for creating a program which clearly benefited the neediest.
- In order to increase the number of women workers involved in the PEIP/VTP program, CHF hired women into significant positions such as site engineers, office directors, and heads of departments. The visibility of these women leaders encouraged other females to join the team in other capacities. Despite the fact that PEIP/VTP worked in a highly conservative society, many families accepted for their female members to work for the respected program even though it exposed them to male workers and the public.
- Investing in fencing vacant lots ensured their long-term cleanliness and should be considered as an employment generation activity and sustainability factor in future programs.

- The PEIP/VTP program was designed to employ and vocationally train 360 workers for a period of 22 months, hence allowing sufficient time to carefully assess workers' individual training needs and provide well designed comprehensive training programs. Overall, PEIP/VTP workers spent 8.3% of their working hours in training sessions, benefiting from intensive and extended vocational training courses, many of which were offered from beginner to advanced levels. The combination of thorough assessment of individuals' training needs, devotion of sufficient training time to rigorous training, and creation of a 22-month employment and qualifications record contributed significantly to increasing the formerly unemployed individuals' chances of obtaining employment upon program end.

2. Program End Status

2.1 Impact Indicators

As outlined in the proposal and cooperative agreement, CHF identified strategic objectives, intermediate results, and preliminary impact indicators for each of the principal areas of PEIP/VTP program activity. These evaluation benchmarks were monitored and improved throughout the program implementation period. The following table presents the intermediate results and impact indicators in relation to end-of-program outputs.

1. Strategic Objective – Employment Generation		
Objective: Decrease unemployment and mitigate the effects of border closure and the resulting decline in trade and labor flows and their impact on overall economic activity		
Intermediate Results	Preliminary Impact Indicators	End of Program Outputs
Generated 225,078 person days (7,400 person months) of direct employment.	<p>340 full-time jobs (206,834 person days or 6800 person months of employment) created over the two-year program period.</p> <p>30 part-time jobs (18,244 person days or 600 person months of employment) created over the two-year program period.</p>	<p>In total, 242,133 person days (7,961 person months) of direct employment created over the twenty two-month program period, including:</p> <p>648 full-time jobs (225,309 person days or 7,407 person months of employment) created over the 22-month program period</p> <p>290 part-time jobs (16,824 person days or 553 person months of employment) created over the 22-month program period</p> <p>Of a total of 242,133 person days, 22,059 person days (725 person months or 9.1%) were generated by women.</p>
Generated 11% of total person months of “spin-off” or incidental employment.	829 person months (25,209 person days) of “spin-off” or incidental employment created over the two-	892 person months (27,119 person days) of “spin-off” or incidental employment created over the two-year program period.

	year program period.	
Reduce poverty and social exclusion for the 2,590 family members of the persons employed under the program.	Over 370 persons and their family members with significantly reduced poverty and social exclusion in Gaza City and its environs	938 persons and their family members directly benefited from employment generation income ⁸ .

2. Strategic Objective – Improvement in the Quality of Life in Northern Gaza and West Bank Cities		
Objective: Improve physical, social, and economic infrastructure in underserved communities.		
Intermediate Results	Preliminary Impact Indicators	End of Program Results
Clean up vacant lots and public lands with accumulated wastes, including the northern Gaza municipal beach.	Number of vacant lots with accumulated waste cleaned up	6,810 vacant lots containing 167,403 tons of waste were cleaned.
Carry out public awareness activities designed to target northern Gaza and West Bank neighborhood citizens and establishments.	Number of northern Gaza and West Bank cities' citizens and establishments aware of their responsibilities in maintaining the cleaned areas Re-dirtying rate of vacant lots, as measured by an ongoing re-dirtying survey of vacant lots cleaned by the program	151,206 northern Gaza and West Bank cities residents actively participated in PEIP/VTP public awareness activities that emphasized their responsibilities in maintaining cleaned areas, including 1,827 shopkeepers and business owners. 7.95% re-dirtying rate of vacant lots cleaned in northern Gaza cities 9.5% re-dirtying rate of vacant lots cleaned in West Bank (less than 3% in Nablus, less than 9.5% in Ramallah and almost 16% in Al Bireh).
Develop partnerships with municipal leaders, citizens groups, local women's organizations, local private organizations, and NGOs.	Number and quality of partnerships developed	Formed 47 permanent neighborhood committees on environmental cleanup implementation. They continue to work with the municipalities on solid waste management issues. PEIP/VTP's community outreach team worked with 255 governmental, non-governmental, and community-based organizations.

⁸ This figure refers to the total number of persons on the PEIP/VTP payroll, including full- and part-time employees with employment duration ranging from 1 month to 23 months.

3. Strategic Objective – Vocational Training

Objective: Vocationally train at least 361 persons in northern Gaza and West Bank cities who will be more able to enter the permanent job market at project end.

Intermediate Results	Preliminary Impact Indicators	End of Program Results
Carry out a rapid assessment of training needs.	At least 361 persons trained according to assessed individual training needs.	Team vocational training inventory for 693 persons carried out within first month.
Implement vocational training according to the skill set of the individual worker.		693 persons, including 57 women (8%), were trained according to assessed individual training needs. 106,323 vocational training hours were provided, of which 5,817 (5.5%) were provided to women.
Conduct an end-term assessment of training effectiveness and potential employability.		Out of the 693 trained PEIP/VTP employees, 243 (35%) found of end-of-program employment: 36 permanently hired by Al Bireh, Ramallah, and Nablus municipalities. 31 staff members found jobs with other institutions or started their own businesses (West Bank). 6 surveyors joined surveying offices (West Bank). 14 bus drivers are driving shared taxis (West Bank). 71 sweepers found jobs related to the training they had (West Bank). 37 sweepers work in Israel (northern Gaza). 5 hired by the GTZ (SWM) (northern Gaza). 6 hired by the Ministry of Health (northern Gaza). 3 hired by the Ministry of Education (northern Gaza). 4 permanently hired by the Jabaliya municipality. 15 found work with other organizations and institutions (northern Gaza). 15 bus drivers are driving shared taxis (northern Gaza).

2.2 Sustainability

It is worth noting here that it is generally assumed by the donor community that, given the causes and nature of unemployment in the West Bank and Gaza, sustainability of employment generation programs should not be measured in terms of new employment obtained after project completion; rather sustainability should be measured in terms of the end result of the work that is being created. This is based upon the supposition that job-creating programs are unlikely to result in permanent employment and therefore should be expected only to create sustainable results in the form of the by-products of the work being created (i.e., built or renovated infrastructure or improved basic services). Indeed, the first recommendation of the World Bank's assessment of employment generation programs in the West Bank and Gaza makes a clear distinction between employment generation programs and development programs: "The review mission recommends that if the creation of jobs enters directly in the objective of a programme then it should be defined as a job-creating programme, otherwise it is a development programme."⁹

When evaluating PEIP/VTP end of program results against both the criteria of job-creation programs and those of development programs, it performs extraordinarily well. This is due to the program core design as a labor-intensive "make-work" one that aims to generate the maximum number of person days of employment possible, combined with its programmatic design in terms of sustainable developmental objectives focusing on the following:

- Solid waste management and environmental improvement
- Creation of end-of-program employment (new permanent job opportunities contributing to alleviation of poverty)
- Enhancing public awareness of and responsibility for environmental (maintenance of cleaned areas)
- Environmental cleanup and improved public hygiene (improvement of solid waste management services)
- Municipal and local governance capacity building (strengthening of local administration and of citizens' participation)
- Vocational training (improvement of the skills of the unemployed with the aim of improving their future employment chances)

⁹ World Bank, *Sector Working Group on Employment Generation Evaluation*, prepared by Dr. Soren Holm and Mike Shone (Jerusalem: 2002): p. 30.



Of the 693 PEIP/VTP employment generation hires that benefited from vocational training, 243 (35%) are known to have obtained a new job after having worked in the PEIP/VTP program.

2.2.1 Permanent Job Creation and New Employment

In a recent World Bank assessment of employment generation programs in the West Bank and Gaza¹⁰, it was concluded that the probability of an individual obtaining a job after having worked in an employment generation program is very low due to the overall deterioration in the economy.

“And taken as a group the likelihood that several beneficiaries who have worked on a project would obtain a new job has not changed significantly, since the occurrence of this event is the product of their probabilities. From a statistical point of view they will, as a group, revert to unemployment.”¹¹

This might be true for most employment generation projects, but is definitely not the case with the PEIP/VTP. In the PEIP/VTP, out of the 938 employment generation hires for full- and part-time jobs, in which 693 benefited from vocational training, 243 are known to have obtained a new job after the program's end. This constitutes 35% of the PEIP/VTP hires who benefited from vocational training. The following is a listing of the permanent jobs acquired by the PEIP/VTP employment hires after program end:

Municipal Jobs (45 total):

- 36 PEIP/VTP employees found permanent full-time employment with the Waste Management Departments of the Al Bireh, Ramallah, and Nablus municipalities.
- 4 PEIP/VTP employees found permanent full-time employment with the Jabaliya municipality.
- 5 PEIP/VTP employees found full-time employment with the Solid Waste Management Council in northern Gaza.

New Employment Found at Program's End (198 total):

- 3 (1 supervisor and 2 public awareness) employees found full-time employment with the Ministry of Education in northern Gaza.
- 6 found full-time employment with the Ministry of Health in northern Gaza.
- 15 found full-time employment with private taxi companies in northern Gaza.
- 15 found full-time employment with other organizations and institutions in northern Gaza.
- 37 sweepers from northern Gaza found work in Israel.
- 6 found full-time employment at a surveying company in the West Bank.
- 14 found full-time employment with private taxi companies in the West Bank.
- 71 found jobs related to the training they had (3 gardening, 1 photography, 1 equipment maintenance, 10 electricity, 3 auto mechanics, 4 aluminum, 2 computer maintenance, 1

¹⁰ World Bank, “Sector Working Group on Employment Generation Evaluation,” prepared by Dr. Soren Holm and Mike Shone (Jerusalem: 2002).

¹¹ *Ibid.* p. 29.

blacksmith, 7 hairdressing, 4 union staff, 9 stone wall construction, 5 mobile phone maintenance, 11 taxi driving, 2 truck driving, 3 satellite works, 1 carpentry, and 4 painting).

- 31 found jobs with other institutions or started their own businesses in the West Bank.

On the social level, CHF attempted to change negative perceptions of solid waste collection as a profession. In the past, working in solid waste collection in the Gaza Strip and West Bank was considered a low-class, poorly paid job with minimal social benefits. This reflected on the quality of life, health, and attitude of workers in this field. CHF through PEIP/VTP as well as through other CHF programs effected certain positive changes at this level, starting with confidence-building measures for the sweepers, including laborers' rights education, illiteracy programs, enhancing professional image (i.e., proper work attire), community awareness campaigns, and community participation in the clean-up process alongside the workers. PEIP/VTP sweepers and laborers became known as well organized individuals who were actively concerned for the public and the environment and contributing on daily basis to improving quality of life in their communities. Further, the vocational training component gave the sweepers another reason to enhance their self-confidence and encouraged them to take what was offered seriously as well as to look for new employment opportunities without fear of rejection, due to their history of employment.

To enhance communities' sense of ownership, the selection of open lots to be cleaned was discussed with the residents of targeted neighborhoods. This meant that community members took the project seriously and realized its importance in terms of direct improvement to their quality of life.

2.2.2 Environmental Cleanup and Improved Public Hygiene

In the PEIP/VTP program, the primary "physical end result" to be subjected to sustainability scrutiny was environmental improvement. Prior to the start of PEIP/VTP, municipal resources in the program areas had never been used to address the thousands of open sites where dirt, litter, and debris had accumulated over many years. Many of the public lands, lots, and beachfronts were filled with mountains of often dangerous solid waste, posing a significant public health hazard as breeding grounds for disease-carrying rodents, vectors, flies, poisonous snakes, and other vermin.

Through the PEIP/VTP program, important health and sanitation needs of densely populated urban areas were met. As of program end, the PEIP/VTP program had removed 125,997 cubic meters (167,403 tons) of solid waste from urban spaces, leaving 8,249,166 square meters of open land clean and safe for children to play in.

Some of the cleaned lots were turned into gardens, playgrounds, or other useful public areas.



Preparing for the future by promoting environmental awareness and stewardship among the students at a PEIP/VTP school program in the West Bank. The PEIP/VTP community outreach team organized 15,042 sessions for approximately 42,052 citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas.

Additionally, because much of the solid waste removed had accumulated over the course of many years and even decades, the environmental impact of such widespread cleanup will be felt for years to come. It was indicated by residents that removing the waste was a prevention measure against fire in the area, especially at waste sites. By itself this used to cause a severe environmental health problem which almost ceased to exist in many areas.

Furthermore, due to the emphasis placed on environmental awareness campaigns, community participation, and municipal partnership, over the 22-month life of PEIP/VTP the re-dirtying rate of vacant lots cleaned by the program approached only 7.95% in northern Gaza cities and 7.1% in the West Bank. The land prices in cleaned areas increased, and the public attitude toward those areas improved.

2.2.3 Public Environmental Awareness and Stewardship

An aim of the PEIP/VTP project was to ensure the sustainability of cleaned up areas in particular and promote environmental preservation in general. This was achieved in two ways: by increasing public awareness of the environment in general and solid waste management in particular, and by ensuring municipal follow up of actions after program end. The latter was achieved by involving municipal staff in public awareness activities and training them to carry out similar tasks on a continuous basis. The end result was to make sure that solid waste disposal in open areas stops. That was achieved, as indicated by the low percentage of re-dirtying in the three areas.

As CHF puts great emphasis on this component, members of local community committees were trained on a number of environmental issues related to solid waste management. The individual's role was emphasized as part of the public's responsibility. The committees were encouraged to approach municipalities with questions, suggestions, and support whenever needed, emphasizing the partnership aspect between local communities/committees and municipalities. The outcomes were communities' commitment to keep areas clean, municipalities' responsiveness to requests and suggestions from these committees, and increasing interest by other communities to benefit from similar programs in the future. Municipalities highly valued the approach and the outcome, and to encourage these committees, certain municipalities have initiated a program of stone wall building to help keep open areas clean and protected.

Much of the awareness program's success can be attributed to the methodology adopted during the course of the program implementation:

- Daily home, institutional, and business visits
- Weekly and monthly general meetings
- School activities
- Institutions' involvement in program activities
- Clean up campaigns organized during project implementation
- Involvement of full-time municipal staff with the team, especially during field visits
- Preparation and distribution of informational reading material on subjects of concern
- Involvement of community committee members in some training sessions
- Involvement of mosques and churches in some activities
- Implementation of pilot experimental environmental activities with the committees



Building community participation and environmental awareness through school clean-up campaigns, 45 students from Al Fajr Al Jadeed School in Al Bireh help CHF laborers in their efforts to keep Al Bireh clean.

2.2.4 Municipal and Local Governance Capacity Building

During the past few years, northern Gaza and West Bank municipalities, including the program counterpart/partner municipalities, have faced a number of serious problems at the technical and institutional levels. All were pressured to find alternative sites for waste disposal, while trying to strengthen relations with local communities and develop their own planning and implementation capacities in this field.

PEIP/VTP was able to respond to some of the municipalities' institutional requirements, particularly in the following areas:

- Municipal staff involved in awareness activities were provided

- with the planning and implementation tools needed for conducting successful campaigns.
- Communication between municipalities and community members was improved, enhancing the municipalities' image by providing improved services and responsiveness.
- Provision of solid waste and vacant lot condition surveys to the municipalities enhanced their knowledge of the situation in their municipal zones. The surveys and solid waste statistics provided to the PEIP/VTP municipalities can be used for planning future activities in a scientific way, not based on unfounded estimates.
- CHF specialized personnel helped the three municipalities in the West Bank in the process of identifying new sanitary landfill sites.
- For the first time, the development of waste removal action plans was considered critical by all municipalities; it is believed that these municipalities will continue to develop these plans in the future.

2.2.5 Vocational Training

Finally, the PEIP/VTP program had a sustainable impact by improving the skills of the poorest of the Palestinian unemployed through the provision of individualized training courses that aimed at improving trainees' future employment and self-starter business chances and at developing individual skills (e.g., gardening, hairdressing, reproductive health, first aid) that might contribute informally to household economy, nutrition, and quality of life.

The PEIP/VTP program provided the opportunity to the 693 unemployed to create a better future by learning new skills. These skills are key elements and criteria in the sustainability issue. The training courses were individually selected and endorsed by the Ministry of Labor as well as the workers' union during the preparation stage. The concern was to ensure that this training led to permanent job opportunities by the end of the program. Based on this, the aim of the vocational training was to improve workers' self-confidence, prospects of future employment or opening a self-starter business, and skills that might lead to improved economics, quality of life, and household nutrition.



Working to meet the specific skills training requirements of individual laborers, PEIP/VTP provided a gardening course for 43 trainees in northern Gaza. PEIP/VTP provided 106,323 hours of vocational training to laborers hired under the program.

The PEIP/VTP vocational training program was designed to meet the specific job training needs of the individual employment generation hires, providing vocational training during approximately 8.3% of the work week in preparation for alternative employment at project end. The process incorporated the following:

- Individualized training needs surveys, which assessed the desired future job and skill set of each employee
- Identification of appropriate training courses in the community
- Careful selection of training centers based on work quality, past experience, location, and related authorities' evaluation

The development and planning of vocational training within the PEIP/VTP program underwent a rigorous training needs survey and inventory process that was approved by USAID. Emphasis was placed on the succinct identification of the particular skill set of each employee and its gaps. Thus, training varied according to the skill set of the individual worker, with some needing basic literacy skills while others benefiting from computer training or interviewing techniques.

The non-vocational courses including workers' law, rights, and general safety were introduced first, together with the literacy program for those who needed it. Some courses (e.g., the advanced computer skills course) were only provided to those who met certain prerequisites.

Within the PEIP/VTP program, most of the employment generation hires expressed their wish to acquire skills needed in their communities and planned for their future job based on their knowledge of the job market.

The training on Palestinian labor laws enabled the employment generation hires to evaluate work conditions and contracts in accordance with their legal rights and responsibilities.

2.3 Finances and Disposition of Property

July 18, 2004 is the award end date.

2.3.1 Supplies

Upon completion of the PEIP/VTP program on July 18, 2004, there was no residual inventory of unused supplies.

2.3.2 Other Expendable Equipment

Upon completion of the PEIP/VTP Program on July 18, 2004, there was no residual inventory of unused expendable equipment.

Annex A provides an inventory list of all used non-expendable equipment with unit acquisition value less than \$5,000, including the proposed disposition plan of the property. The present value of the equipment is Zero.

2.3.3 Non-Expendable Equipment over \$5,000

Upon completion of the PEIP/VTP Program on July 18, 2004, the following equipment will be used by CHF in connection with its other USAID-sponsored activities in Gaza and the West Bank in accordance with CFR sub-section 226.34 (c):

- Car Chevrolet Alero/Engine 2200cc Model 2003; serial number 1G1NL52F13C167457; acquisition date 23/01/2003; present value \$21,778; to be transferred to PEOPLED program to replace one of the two program 4x4 vehicles that were handed over to the Palestinian Housing Council (PHC) in July 2004. The PHC is the title holder of the 4x4 vehicles, which were utilized by PEOPLED in the implementation of program activities, and recently the PHC requested CHF to return the vehicles to them. CHF complied with the PHC request, which created a shortage in vehicles available for project supervision.
- Car Chevrolet Alero/Engine 2200cc Model 2003; serial number 1G1NL52FX3C167442; acquisition date 23/01/2003; present value \$21,778; to be transferred to PEOPLED Gaza City. This car also will replace the other 4x4 vehicle which was handed back to the PHC. (See previous justification.)
- Car Chevrolet Alero/Engine 2200cc Model 2003; serial number G1NL52FX3C167683; acquisition date 29/09/2002; present value \$9,802; to be transferred to PEOPLED-Bethlehem area. PEOPLED recently began to operate in this area.
- Car Chevrolet Alero/Engine 2200cc Model 2003; serial number G1NL52F53C168093; acquisition date 29/09/2002; present value \$19,802; to be transferred to the CHF Country Representative Office in Dahiya to be used by CHF in the new PINE/LIBERTY program that CHF will be launching soon.
- Car - Chevrolet Cavalier Engine 2200 cc HP 115; serial number 1G1JC524X17383326; acquisition date 9/20/2001; present value \$11,168; to be transferred to CHF in Gaza for supervising the approved PINE/LIBERTY program.

- Car - Chevrolet Cavalier Engine 2200 cc HP 115; serial number 1G1JC524217377374; acquisition date 9/20/2001; present value \$11,168; to be transferred to CHF in Gaza for supervising the PINE/LIBERTY program.
- Car Chevrolet Alero/Engine 2200cc Model 2000; serial number C001890; acquisition date 10/02/2003; present value \$18,650; to be transferred to CHF PEOPLED-West Bank to support the team in launching a new expansion area in the Jenin district. Already PEOPLED is receiving loan applications from Jenin, and the new vehicle will assist the engineers and loan officers in verifying and following up on applications from the area.

CHF will sign a statement saying project partners understand that they will use the acquired equipment for project purposes.

The present value of all the above-mentioned equipment is \$124,143.

See Annex B for the inventory list of equipment.

2.3.4 Reporting

In accordance with 22 CFR 226.70-72, CHF International shall submit financial reports to USAID, as agreed upon in the cooperative agreement, within 90 calendar days following the date of completion of the award. The final financial report will be submitted upon conclusion of CHF's A-133 audit of the 2004 fiscal year, which is routinely issued four to five months after the fiscal year end.

The final program report shall be submitted by CHF International to USAID, as agreed upon in the cooperative agreement, within 90 calendar days following the date of completion of the award. The report will include details of achievements and impacts over the two-year period based on the specific indicators as mentioned in parts B.4 and B.5 of the attachment B, entitled "Program Description" as described in the Schedule of the award.

2.3.5 Program and Field Offices

The main central and administrative office of PEIP/VTP on Shuhada Street in Gaza City was closed before July 18, 2004.

The PEIP/VTP program offices in Jabaliya, Ramallah, and Nablus were closed by May 15, 2004. All lease and utility agreements were terminated.

2.3.6 Employees

All employment generation hires were released by May 15, 2004 except for security staff members who are needed for office support while preparing the final financial and program reports. They will be released when the PEIP/VTP Gaza City office closes.

In the West Bank, all local CHF management staff had been released by June 1, 2004, except one person who cooperates on preparing the final program report. He was released before July 18 and transferred to another CHF program in West Bank and Gaza.

In Gaza, three local CHF management staff members are contributing to the final program report, and two persons are preparing the final financial reports and closing out the award. The completion date for all activities was July 15. Key personnel were transferred to other CHF programs in Gaza and West Bank as needed.

2.3.7 Sub-Contract Activities

There were no sub-contract activities under the PEIP/VTP award.

2.3.8 Partners

The final program report shall be submitted by CHF International to USAID, as agreed upon in the cooperative agreement, within 90 calendar days following the date of completion of the award. In that report, CHF International will specifically report on the partnership arrangements between CHF and its contractual partners: the municipalities of Jabaliya, Beit Hanoun, Beit Lahia, Nablus, Ramallah, and Al Bireh.

2.3.9 Records

In accordance with the regulations of the USAID controller's office, the original copies of all financial and project records are being retained in a secure, readily accessible place for the next three years.

2.4 Economic and Multiplier Effect Impact of CHF's PEIP/VTP Program

CHF international has analyzed the impact of this job creation program funded by USAID-EEGP and JOBS on development, unemployment, and the Palestinian economy.

The measurement tool used for the analysis is based on the multiplier model, as described in the PA Strategy on Job Creation¹².

It is shown that the economic benefits of the PEIP/VTP program have a significant impact on the Palestinian economy.

The multiplier model used is based on the following:

- Wage rate in the initial and subsequent economic cycles
- Material rate of domestic origin in the initial and subsequent economic cycles
- Material rate of foreign origin in the initial and subsequent cycles
- Saving rate for wage earners and providers of domestic materials at the end of an economic cycle

In Table 1, for each \$100 spent under for PEIP/VTP, the multiplier effects on wages, purchases of domestic and foreign materials, and savings are shown for each economic cycle, together with the accumulated values.

¹² MOPIC Sector Working Group on Job Creation, Strategy on Job Creation, January 2003.

**Table 1: Multiplier effects on wages, purchase of domestic and foreign material and savings
CHF International PEIP/VTP Program (USAID-JOBS)**

Initial financial outlay: US \$ 100		Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 30
		28.69%	49.15%	63.74%	74.15%	81.57%	86.86%	100.00%
1	Wages Dom.	65.57%	46.75%	33.34%	23.77%	16.95%	12.09%	0.00%
2	Accumulated	65.57%	112.32%	145.66%	169.44%	186.39%	198.47%	228.50%
3	Material Dom.	9.49%	6.77%	4.82%	3.44%	2.45%	1.75%	0.00%
4	Accumulated	9.49%	16.26%	21.08%	24.52%	26.97%	28.72%	33.07%
5=1+3	Palest. Eco.	75.06%	53.52%	38.16%	27.21%	19.40%	13.84%	0.00%
6	Accumulated	75.06%	128.58%	166.74%	193.96%	213.36%	227.20%	261.57%
7	For. Material + Wages+OH.	24.94%	17.78%	12.68%	9.04%	6.45%	4.60%	0.00%
8	Accumulated	24.94%	42.73%	55.41%	64.45%	70.90%	75.50%	86.92%
9=5+7	Total	100.00%	71.31%	50.85%	36.26%	25.85%	18.43%	0.01%
10	Accumulated	100.00%	171.31%	222.15%	258.41%	284.26%	302.69%	348.49%
11	Savings	3.75%	2.68%	1.91%	1.36%	0.97%	0.69%	0.00%
12	Accumulated	3.75%	6.43%	8.34%	9.70%	10.67%	11.36%	13.08%

During the first cycle, which is the length of the project, \$65.57 is paid for wages, \$9.49 for domestic materials and \$24.94 for foreign materials. The total is US \$100. These are the direct economic consequences of the project and are normally the ones that are considered, together with the physical outcome of the project. In the following analysis, all the indirect economic benefits are calculated.

The savings rate is 5%, so the wage earners and the providers of domestic materials save \$3.75 at the end of the project. \$75.06 stays in the Palestinian economy, whereas \$24.94 for materials of foreign origin is lost forever to the Palestinian economy. All this information is presented in the column 'Cycle 1.' So at the end of the project \$71.31 is available for continued consumption in the Palestinian economy, namely the \$75.06 less the savings of \$3.75.

Cycle 2 starts when the wage earners and providers of domestic materials begin to use their proceeds from the project and ends when they have used it all – except their savings. This implies that economic cycles may overlap. During Cycle 2, another 65.57% or \$46.75 is spent on wages, \$6.77 on domestic materials, and \$17.78 on foreign materials. At the end of the second economic cycle, another \$2.68 is saved.

In column 'Cycle 2' it can be seen that the accumulated wages amount to \$112.32, accumulated purchases of domestic materials amount to \$16.26, accumulated purchases of foreign materials amount to \$42.73, and accumulated savings are \$6.43. At the end of the second economic cycle, the project has generated \$171.31, of which \$128.58 has stayed in the Palestinian economy, while \$42.73 has been absorbed by the foreign economy.

At the end of the 30th cycle, when the wage earners and the providers of domestic materials have used all their proceeds from the previous cycles except their savings, the accumulated multiplier effects for the PEIP/VTP USAID contribution of \$5,174,757 show that the accumulated wages will be \$11,824,480 (or 228.50%), and the accumulated value to the Palestinian economy will be \$13,535,750 (or 261.57%) of the USAID contribution.

In Table 2 below, the accumulated multiplier effects are shown for the entire PEIP/VTP project's expenditures from July 18, 2002 through May 31, 2004.

Table 2: Multiplier effects on wages, purchase of domestic and foreign material and savings.
CHF International PEIP/VTP disbursements July 18, 2002 - May 31, 2004 (USAID-JOBS)

Disbursed in thousands of dollars		Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 30
		1,484.85	2,543.63	3,298.61	3,836.95	4,220.82	4,494.55	5,174.55
1	Wages Dom.	3,393.06	2,419.45	1,725.21	1,230.18	877.19	625.49	0.19
2	Accumulated	3,393.06	5,812.51	7,537.73	8,767.91	9,645.10	10,270.59	11,824.48
3	Material Dom.	491.05	350.15	249.68	178.03	126.95	90.52	0.03
4	Accumulated	491.05	841.20	1,090.88	1,268.91	1,395.86	1,486.38	1,711.27
5=1+3	Palest. Eco.	3,884.11	2,769.60	1,974.89	1,408.21	1,004.14	716.01	0.21
6	Accumulated	3,884.11	6,653.72	8,628.61	10,036.82	11,040.96	11,756.97	13,535.75
7	For. Material + Wages+OH.	1,290.64	920.31	656.23	467.93	333.66	237.92	0.07
8	Accumulated	1,290.64	2,210.95	2,867.18	3,335.11	3,668.78	3,906.70	4,497.77
9=5+7	Total	5,174.76	3,689.91	2,631.12	1,876.15	1,337.80	953.93	0.28
10	Accumulated	5,174.76	8,864.66	11,495.79	13,371.93	14,709.73	15,663.67	18,033.52
11	Savings	194.21	138.48	98.74	70.41	50.21	35.80	0.01
12	Accumulated	194.21	332.69	431.43	501.84	552.05	587.85	676.79

In table 3, the accumulated multiplier effects are presented with wage rates and domestic material rates selected at 10% intervals. The savings rate is 3%. The shaded areas in the table show when a job-creation project should be accepted. **For PEIP/VTP, the wage rate is 65.67%. The domestic material rate is 9.49%. PEIP/VTP is located within the 60% to 70% wage rate interval and the 0% to 10% domestic material rate interval.**

Table 3: Measurement tool for economic impact based on multiplier effects.

CHF International PEIP/VTP Program (USAID-JOBS)

Amount 5175 (disbursed in thousands of dollars July 18, 2002 - May 31, 2004)
Savings % 0.03

Material Domestic		%	10.00%	20.00%	30.00%	40.00%	50.00%	60.00%	70.00%	80.00%	90.00%
Wages											
10.00%	Wage		642	730	846	1,005	1,238	1,612	2,310	4,075	17,249
	Mat.D		642	1,460	2,537	4,019	6,190	9,672	16,171	32,597	155,243
	Pal.Eco.		1,284	2,190	3,382	5,024	7,428	11,285	18,481	36,672	172,492
	Mat.F		5,136	5,109	5,073	5,024	4,952	4,836	4,620	4,075	-
	Total		6,420	7,299	8,455	10,048	12,380	16,121	23,102	40,746	172,492
20.00%	Wage		1,460	1,691	2,010	2,476	3,224	4,620	8,149	34,498	
	Mat.D		730	1,691	3,014	4,952	8,060	13,861	28,522	137,994	
	Pal.Eco.		2,190	3,382	5,024	7,428	11,285	18,481	36,672	172,492	
	Mat.F		5,109	5,073	5,024	4,952	4,836	4,620	4,075	-	
	Total		7,299	8,455	10,048	12,380	16,121	23,102	40,746	172,492	
30.00%	Wage		2,537	3,014	3,714	4,836	6,930	12,224	51,748		
	Mat.D		846	2,010	3,714	6,448	11,551	24,448	120,744		
	Pal.Eco.		3,382	5,024	7,428	11,285	18,481	36,672	172,492		
	Mat.F		5,073	5,024	4,952	4,836	4,620	4,075	-		
	Total		8,455	10,048	12,380	16,121	23,102	40,746	172,492		
40.00%	Wage		4,019	4,952	6,448	9,241	16,298	68,997			
	Mat.D		1,005	2,476	4,836	9,241	20,373	103,495			
	Pal.Eco.		5,024	7,428	11,285	18,481	36,672	172,492			
	Mat.F		5,024	4,952	4,836	4,620	4,075	-			
	Total		10,048	12,380	16,121	23,102	40,746	172,492			
50.00%	Wage		6,190	8,060	11,551	20,373	86,246				
	Mat.D		1,238	3,224	6,930	16,298	86,246				
	Pal.Eco.		7,428	11,285	18,481	36,672	172,492				
	Mat.F		4,952	4,836	4,620	4,075	-				
	Total		12,380	16,121	23,102	40,746	172,492				
60.00%	Wage		9,672	13,861	24,448	103,495					
	Mat.D		1,612	4,620	12,224	68,997					
	Pal.Eco.		11,285	18,481	36,672	172,492					
	Mat.F		4,836	4,620	4,075	-					
	Total		16,121	23,102	40,746	172,492					
70.00%	Wage		16,171	28,522	120,744						
	Mat.D		2,310	8,149	51,748						
	Pal.Eco.		18,481	36,672	172,492						
	Mat.F		4,620	4,075	-						
	Total		23,102	40,746	172,492						
80.00%	Wage		32,597	137,994							
	Mat.D		4,075	34,498							
	Pal.Eco.		36,672	172,492							
	Mat.F		4,075	-							
	Total		40,746	172,492							
90.00%	Wage		155,243								
	Mat.D		17,249								
	Pal.Eco.		172,492								
	Mat.F		-								
	Total		172,492								

The acceptance criteria according to the Review Mission recommendations¹³ are the following:

Either:

- The accumulated wages are greater than or equal to 100% of any project amount,

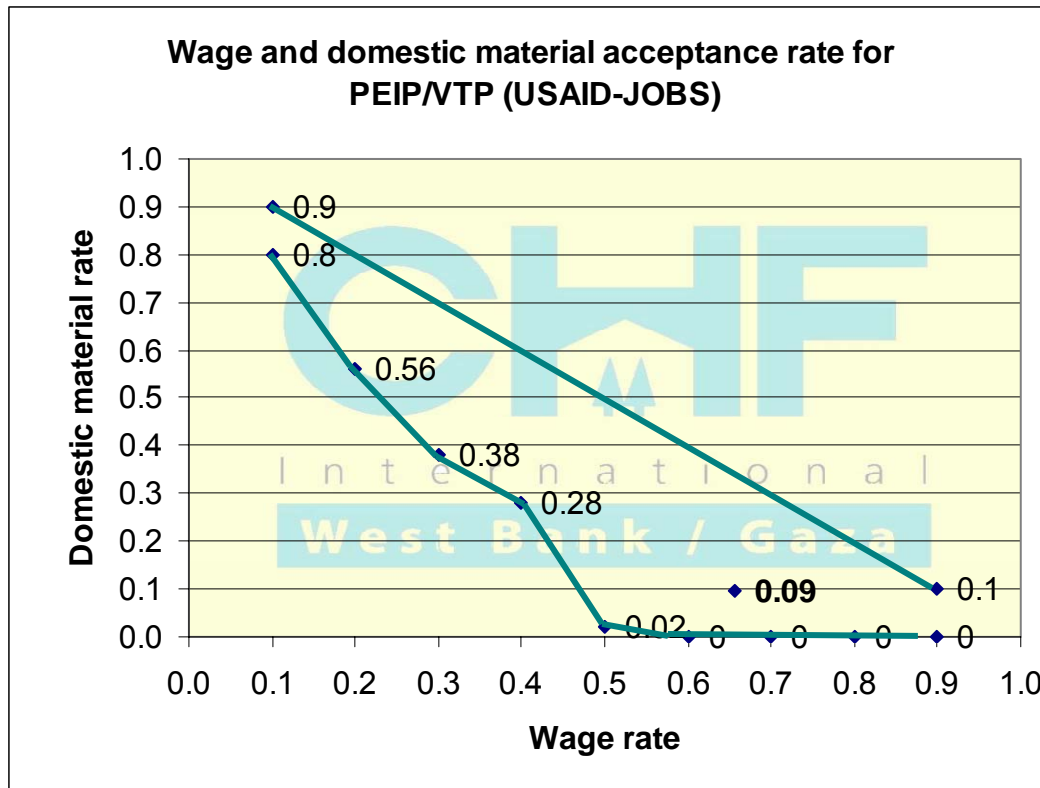
Or:

¹³ MOPIC Sector Working Group on Job Creation, Strategy on Job Creation, January 2003.

- The accumulated wages are less than 100% of any project amount but greater than or equal to 75% of any project amount, and the accumulated value to the Palestinian economy is greater than or equal to 200% of any project amount.

For the PEIP/VTP the accumulated wage rate is 228.51% of the project amount, and the accumulated value to the Palestinian economy is 261.58%. Both criteria have been satisfied, so the PEIP/VTP has been correctly accepted as a job-creation project.

The following diagram shows that the PEIP/VTP is located within the acceptance boundaries (between the two lines).



3. Program Overview

3.1 Program Implementation

CHF submitted to USAID quarterly program and financial reports and annual implementation plans based on the implementation steps and targets for the life of the project, as described in the attachment to the cooperative agreement.

The following is a summary of the implementation of the program as it was executed.

3.1.1 Municipal Partnership



Building municipal capacity in solid waste management through the creation of close partnerships between the PEIP/VTP program and the northern Gaza municipalities.

Municipalities

The PEIP/VTP program was implemented in partnership with the Jabaliya, Beit Lahia, Beit Hanoun, Nablus, Ramallah, and Al Bireh municipalities.

Regardless of the fact that municipalities' revenues have decreased due to deteriorating economic conditions, CHF/PEIP/VTP partners respected the memoranda of understanding signed with them and contributed to the program beyond what was requested. In fact, by May 2004, municipal contributions to the program reached 116% of the agreed-upon match. The memoranda of understanding specified that the northern Gaza and West

Bank municipalities were to contribute a match of \$1,524,348. At program end, the northern Gaza and West Bank municipalities' contributions to the PEIP/VTP program totaled \$1,761,644. This amounts to 116% of the agreed-upon match. Annex 4.4 to this report contains the memoranda of understanding signed with the municipalities of northern Gaza and the West Bank, outlining in detail the calculations of the matching contributions. To ensure the accuracy of quoted figures, specifications and details of each contribution were signed by mayors or representatives, provided by municipalities on a monthly basis, and reviewed by CHF's management team comparing items and figures with PEIP/VTP field-collected information.

Based on the MOU, municipal contributions varied and included the following:

- Participating in waste collection, transport, and disposal. Municipalities were responsible for the transport of waste collected from public areas and curbsides to municipal dump site(s). When open areas were cleaned by CHF employment hires, waste was collected and transported to specific points agreed upon with the municipalities. The municipal teams then transported the waste to environmentally safe landfill sites.
- Providing contributions of time by municipal engineers, awareness staff, supervisors, and others for the program.
- Collecting and transporting stones used in walls built by CHF/PEIP/VTP teams.
- Making available meeting rooms, office space, and storage facilities for tools and other equipment used by sweepers and awareness teams.
- Providing maps and survey data on land owners.
- Providing good soil and trees for planting activities.

Although the MOU signed did not commit the municipalities to employing PEIP/VTP sweepers and staff after program completion, the municipalities gave the program staff and sweepers priority because of the skill these sweepers developed through PEIP/VTP, as well as the commitment they demonstrated during the program's implementation.

Direct impacts of the municipal contributions to the program and participation in its implementation include, but are not limited to, the following:

- Reduction in program expenditures, especially funds initially allocated to waste collection, transportation, and disposal, and provision of stones for the construction of walls. Resulting savings funded cleaning activities in additional areas.
- Low rates of re-dirtying due to the combined efforts of PEIP/VTP staff and the municipalities
- Encouragement of other institutions to contribute to the program, as was the case in the vocational training program and community cleaning campaigns
- Improvement in communication between the municipalities and the public, leading to continuous dialogue and fruitful discussions on needed services
- Improvement of the municipal image at the community level based on continuous municipal presence while PEIP/VTP implemented the activities on the ground

In general, the municipal partnerships and contributions were significant for the success and achievements of the program and significantly contributed to its future sustainability.

3.1.2 Coordination with Community Organizations and Neighborhood Committees



Community Participation Converts Cleaned Vacant Lots to Playgrounds

In October 2002, PEIP/VTP laborers and neighborhood residents removed 8 tons (16 cubic meters) of litter and construction debris from lot No.140, an open area of 500 square meters located in Zone 1 of the Mosatah Al Karaya and Al Madina neighborhood in the town of Beit Hanoun. Municipal waste disposal workers then collected the material and transferred it to the environmentally certified Northern Gaza Landfill.

Using CHF's community participation methodology, the desires of the Mosatah Al Karaya and Al Madina communities for improved neighborhood recreational facilities were realized. With the cooperation of PEIP/VTP community outreach staff and the Beit Hanoun municipality, the Mosatah Al Karaya and Al Madina Neighborhoods Committee raised the funds from among residents to convert the cleaned lot to a playground for recreational use. The fence was completed by using cement blocks and wire fencing, and soccer goal posts were installed. Construction debris and household waste dumping in the lot was thus curtailed, leaving neighborhood children with a safe and appropriate place to play and substantially beautifying the area.

Over the life of the project, the CHF public awareness team met with and organized citizens groups, local women's organizations, local private establishments, and NGOs involved in cleanup efforts to assess the environmental improvement and solid waste management needs of the community. Twenty-two neighborhood committees on environmental cleanup implementation representing a number of neighborhood groups and community interests were formed or reactivated. Neighborhood

committee membership consisted of community leaders, local government officials, and technical experts and representatives from community-based organizations, NGOs, women's groups, and private establishments.

Neighborhood committees and community organizers were involved in the following activities:

- prioritizing community interests
- proposing target areas for cleanup and undertaking technical and environmental reviews for each of the proposed sites in conjunction with PEIP/VTP engineers
- providing community feedback on the progress of cleaning activities, difficulties encountered in project implementation, and suggestions for improved methods or protocols
- developing with CHF and the northern Gaza and West Bank municipalities waste removal action plans
- obtaining community participation in cleaning campaigns and ensuring community commitment that the area would be kept clean and properly maintained
- encouraging women's organizations to take the lead in public awareness and cleanup maintenance campaigns as an integral part of school programs and children's summer camps
- furthering community self-reliance in the solution of environmental and solid waste management problems
- promoting active partnerships between communities and municipal authorities involved in solid waste management



After CHF laborers cleared this 5,000 square meter vacant lot located in the Al Barawi neighborhood of Beit Lahia of 22.5 tons of solid waste (15 cubic meters), the owner fenced it in, making it easier to maintain in its cleaned state.

These neighborhood committees and community organizers are still in place and highly active, participating with the municipalities in resolving solid waste management issues.

In northern Gaza, community involvement in PEIP/VTP program activities was substantial. During the 22-month program period, the PEIP/VTP community participation, public awareness, and vocational training units worked with some 96 community organizations, including many Palestinian NGOs. Twelve of these organizations provided vocational training for CHF trainees, often free of charge or at a reduced cost, and 96 participated in PEIP/VTP's public awareness and community participation campaigns. Over the 22-month duration of the program, local community members, including individual citizens, shop owners, neighborhood committee members, and community organizations devoted 8,255 hours to working in PEIP/VTP public awareness activities. In addition, 42 neighborhood-level cleaning campaigns in which more than 1,270 men, women, and children participated were organized by the public awareness teams in participation with community organizations and representatives. Many of these campaigns involved the participation of the 33 schools with which CHF worked.

In the West Bank over the 22-month period, 2,095 community representatives, pupils, students, teachers, shop owners, NGO representatives, and other local community members participated in

the 53 cleaning campaigns. 85 trainers representing 14 training institutions provided free training courses to the program staff and sweepers.

In total, 77 schools took part in PEIP/VTP activities. Involvement included internal environmental programs and activities, competitions, drawings, local magazines, participation in cleaning campaigns, and training on various environmental issues. 1,390 students are members now in the school-based environment clubs in the West Bank, and 148 women are members of the local committees established under PEIP/VTP.

An indicator of the commitment of these committees is the low rate of re-dirtying in the three areas. It is not only they who are committed to keeping the vacant lots clean; they are advising everyone else in their areas to keep them clean too.

3.1.3 Employment Generated



Employment Generation Hiring by PEIP/VTP

Whereas the World Bank reports that most individuals benefiting from job-creation projects do so for less than two months, the PEIP/VTP program employed the majority of its employment generation hires for a 10-month period.¹⁴ This long employment period provided a stable family income for an extended period of time and increased the likelihood of future employment due to a longer job history and vocational training opportunities provided by the program.

PEIP/VTP employment generation hires worked in various capacities as laborers, public awareness staff, supervisors, surveyors, and office clerks.

Job creation was the key component of the PEIP/VTP program. The PEIP/VTP cooperative agreement specified that the program was to generate 225,078 person days of direct employment. Despite the ongoing conflict, PEIP/VTP generated 242,133 person days of direct employment (7,961 person months). This is 17,055 more days of employment (or 107.5%) than its agreed-upon target. During each calendar month, on average 362 person months of employment were generated, meaning that the PEIP/VTP program employed on average 362 laborers each month for the 22-month period. This is 26 person months more than the planned person months per calendar month in the original program proposal document. The PEIP/VTP program generated exactly \$2,965,956.61 in income for Palestinian laborers.

Given that the primary goal of the original USAID APS under which the PEIP/VTP program was funded was emergency employment generation, it is worth noting that while a USAID-funded emergency employment generation program constructing stone terraces in rural Nablus enabled a \$10,000 project budget to fund 570 workdays,¹⁵ the CHF PEIP/VTP program enabled a \$10,000 project budget to fund 813 workdays, an increase of 43%.

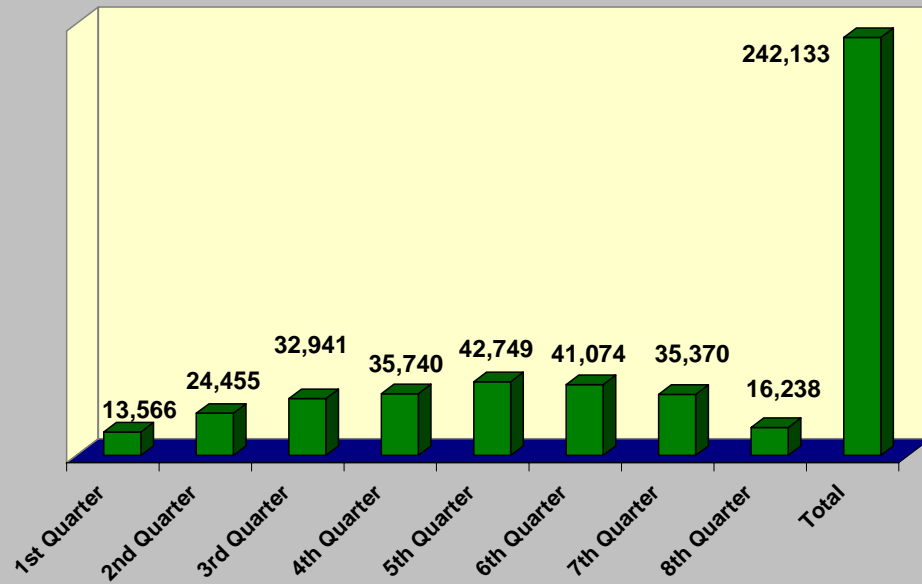
Unskilled laborers (PEIP/VTP's sweepers) received a net wage ranging from \$10 - \$11 per working day. Skilled workers (public awareness staff, surveyors, and office clerks) received a net wage ranging from \$15 - \$17 per working day. PEIP/VTP's six site engineers received a net wage of \$36 per working day.

As such, CHF believes that the PEIP/VTP program is an excellent model for job creation programs in the West Bank and Gaza. It is one that

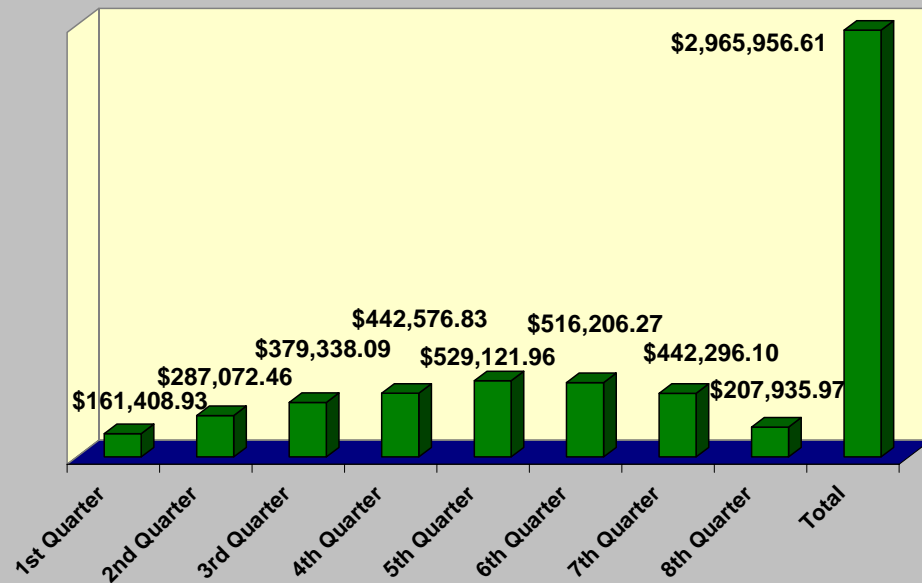
- produces outstanding employment generation results
- develops sustainable community environmental awareness, management skills, and commitments
- supports sorely needed municipal waste collection efforts in both the short and long term
- can be easily and effectively replicated in other areas.

The following graphs represent the number of person days of employment created and the amount of employment income generated at program end. It should be noted here that because PEIP/VTP directly hires employment generation workers, the figures presented below are true employment generation statistics and employment income figures, not contractor's estimates.

Person Days of Employment Generated



Employment Income Generated



3.1.4 Environmental Improvement and Waste Collected



Building Job Security One Stone at a Time

To participate in the program, candidates had to meet strict social and economic criteria and be willing to learn specific skills needed by their communities. Over 22 months, participants were provided remedial jobs and vocational training based on their interests and the job market. Approximately 693 people acquired new skills and sustainable employment in the two-year period of the program.

Terracing was among the 78 different types of vocational options offered by CHF. Terracing is the skill of building stone walls on hillsides to minimize erosion. Terraces offer protection from sliding earth and mud to the vineyards and olive trees that dot the hilly landscape of the West Bank. Sadly, this ancient and effective agriculture practice is disappearing as older generations die with the skills that younger generations have little interest in learning. However, the demand for this skill is increasing, since some municipalities have introduced terracing in the cities to help maintain clean plots of land and prevent people from using them as garbage dumpsites. They have discovered not only their effectiveness but also their beauty, utilization of local material (stones and rocks), and job creation potential.

Thirty-two-year-old Saeed and 36-year-old Rasmi live in Al Mesbah, a village in the District of Ramallah. Unskilled laborers, they had lost hope of ever finding a job to support their

families, particularly since the prolonged closures prevented them from seeking work outside of their village.

Both men got a second chance through a job creation program run by CHF International, the "Palestinian Environmental Improvement Program/Vocational Training Program." PEIP/VTP created short-term employment opportunities to help meet the immediate economic needs of participants while offering vocational training and job placement assistance for long-term sustainable employment in Gaza and the West Bank.

At first, Saeed and Rasmi were indifferent to the vocational training options. The CHF training coordinator advised them to learn terracing. Three weeks later, much to their surprise and that of the CHF program director, Saeed and Rasmi resigned from the program. Why? In just a few weeks, Saeed and Rasmi learned the skills they needed to start their own terracing business.

"Sorry we have to leave, but we are overbooked with such a long list of requests that we are even turning down some customers," said Rasmi. Saeed added, "My personal business has boomed so unexpectedly that I don't know if I will be able to cope with all this demand."

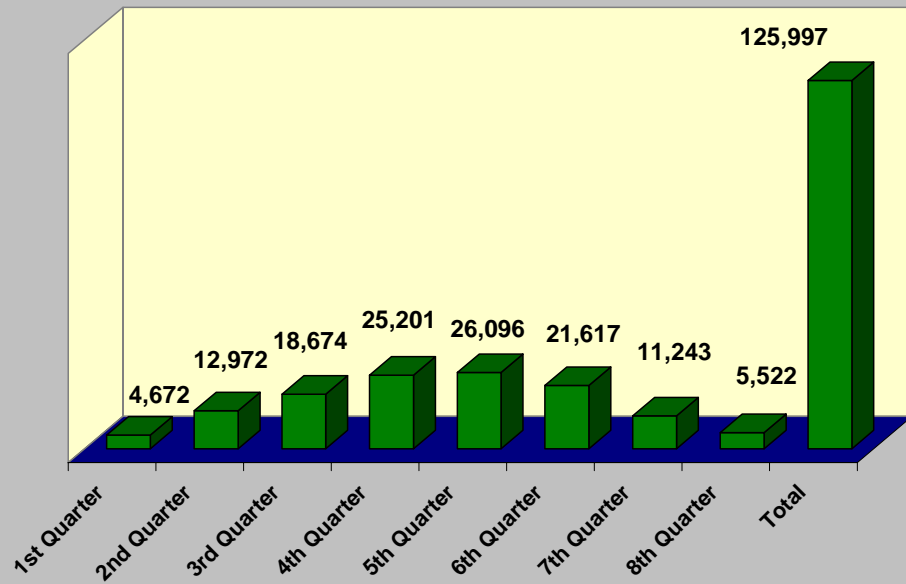
CHF was more than happy to accept their resignation and wished them the very best. The two men came to the program lost and depressed and left confident and enthusiastic. Nothing could have convinced them that their future was going to change within just three weeks.

CHF has completed two training courses on wall terracing. Of the 22 graduates, 11 have started their own businesses, four were hired by the Ramallah municipality, and two others were employed by the Al Bireh municipality to train other municipal employees. More than 75 stone walls have been built through the PEIP/VTP to beautify and protect vacant lots. The length of the walls varies from 2 to 3.2 meters per section.

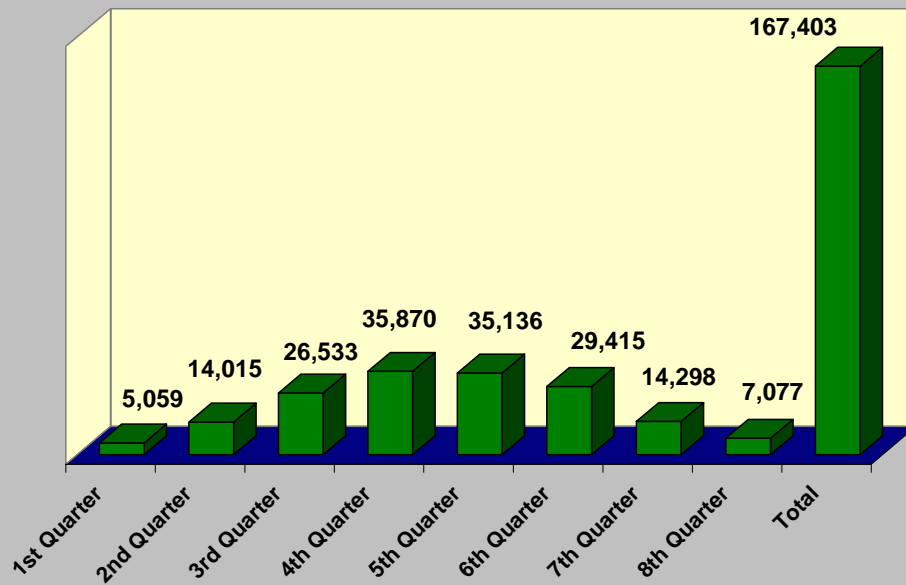
The cleaning of vacant lots and open areas took place on a daily basis and involved a variety of activities. The cleaning activities, public awareness activities, and surveys were set up and implemented simultaneously in order to ensure efficiency, effectiveness, and sustainability.

In comparison, the regular northern Gaza cities municipal solid waste collection scheme collects about 73,000 tons of solid waste over a 22-month period. The northern Gaza municipalities expressed their gratitude to CHF and USAID for having made available resources to address the problem of solid waste removal from open areas. Most Palestinian towns – like northern Gaza cities before the advent of the PEIP/VTP program – still do not possess a system or means to address this problem.

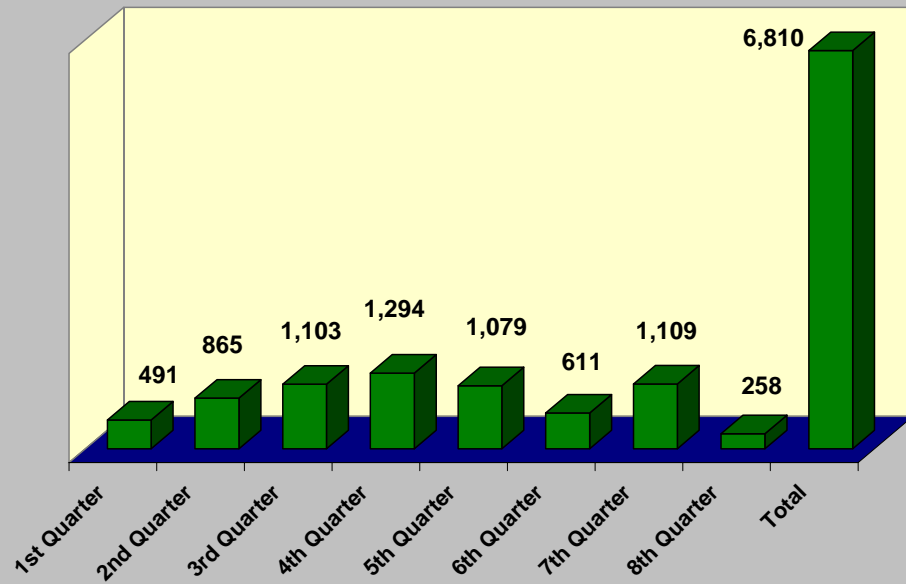
Cubic Meters of Solid Waste Collected



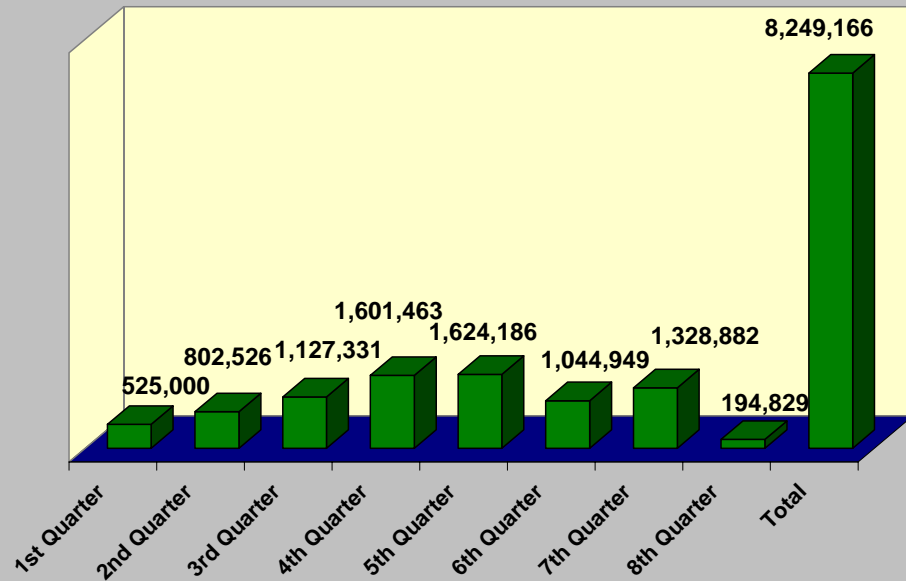
Tons of Solid Waste Collected



Number of Vacant Lots Cleaned



Square Meters of Vacant Lots Cleaned



3.1.5 Surveying and Follow-Up Activities

3.1.5.1 Baseline Survey and Waste Removal Action Plans

Within the first week of signing the PEIP/VTP program cooperative agreement, CHF started work on a baseline survey of the neighborhoods to assess the waste management needs of each community.

In northern Gaza, the initial survey suggested there were approximately 1,160 public vacant lots in each of the 26 northern Gaza cities neighborhoods in need of cleaning, with an estimated volume of 43,980 cubic meters of accumulated waste.

Following the completion of the baseline survey, PEIP/VTP surveyors were assigned to conduct detailed neighborhood surveys, recording the precise locations and sizes of open public spaces and vacant lots in need of cleaning, as well as details on the kinds and volumes of waste, land ownership, and likely sources of the accumulated wastes found.



The initial rapid response baseline survey suggested there were approximately 1,160 public vacant lots in each of the 26 northern Gaza urban neighborhoods in need of cleaning. After detailed neighborhood surveying and the addition of some privately owned lots, this number was increased to 2,618.

Subsequent to review of the initial data compiled in the baseline survey and in the detailed neighborhood surveys, CHF worked with the neighborhoods and northern Gaza municipalities to establish waste removal action plans. Both the initial baseline survey and the annual waste removal action plans were included in the quarterly reports submitted to USAID during the program period.

At project end, PEIP/VTP's public awareness and surveying teams compiled all of the detailed waste removal action plans in which plans are outlined per zone and sub-zone of each neighborhood and detailed maps are presented. The teams also worked closely with the municipalities to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP/VTP program end. All the detailed data and maps have been made available to the municipalities in order to be followed up on by the Public Health and Environment Department.

The detailed survey data indicated that there were 2,363 open vacant lots in northern Gaza cities in need of cleaning. Immediately after the first cleaning campaigns had begun, the PEIP/VTP program began to receive letters from institutions, NGOs, associations, and neighborhood representatives requesting help in the cleaning of vacant lots that were fenced. In each case, CHF assessed whether the vacant lot would be eligible for cleaning based on several criteria: the level of public health or environmental risks posed, the socio-economic background of the owners or caretakers of the vacant lots, and the presence or absence of the owners. In August 2003, CHF began to clean 255 additional vacant lots, bringing the total number of cleaned vacant lots to 2,618.

In the West Bank, the surveyors together with the site engineers were part of the first group of employees PEIP/VTP hired right after signing the program cooperative agreement. Initial activities included acquisition and revision of available maps and information with municipalities. Actual surveying on the ground took place within the first two weeks of the program, and initial steps divided the three cities into neighborhoods in close coordination with municipalities. Due to the fact that detailed information was not available, surveying and cleaning took place at the same time, with surveying being ahead of cleaning by almost one work week initially, then much faster. By the end of the surveying activities, 4,034 vacant lots with an estimated total of 128,580 cubic meters of waste to be collected were surveyed in the West Bank.

In Ramallah and Al Bireh, the total area was divided into 66 neighborhoods, while in Nablus, it was easier to go by street names. Surveying work included the collection of detailed information on vacant lots, each of which was assigned a specific number. Information included location on the map, vacant lot size, land ownership, land use, types of waste, and the estimated amount of waste to be removed.

The assigning of dates to the waste collection plan was done in coordination with municipalities and the newly established local committees. With progress in waste collection, suggestions from the community awareness team, and the endorsement of the municipalities, the need for a second survey was discussed. In fact, this was in line with the program implementation plan's provisions on surveying and collection. The planning was closely coordinated between the engineering departments, surveyors, public awareness team, and municipalities.

With waste collection in progress, PEIP/VTP started to receive requests from citizens, institutions, and municipalities to give some areas priority status, reschedule, and add areas to the plan. This did not disrupt the plan, which allowed for rescheduling activities in the same working area. Suggested vacant lots, of course, had to meet the surveying and waste collection criteria: level of public and environmental health threat, whether they were open or closed, and proposed land use. (Vacant lots to be cleaned for some private use, like immediate buildings of private houses were not considered.)

The re-surveying that took place in year two of the program was considered evaluation, as it meant not to add new vacant lots to the cleaning plan, but to evaluate if cleaned vacant lots were kept clean or not. In this process, almost 2,565 vacant lots were revisited by sweepers.

3.1.5.2 Re-Dirtying Survey



Files containing survey data, re-dirtying data, and follow-up plans for the three neighborhoods covered by the PEIP/VTP program. The re-dirtying survey and follow-up plan have been handed over to the northern Gaza municipalities.

In November 2003, the public awareness and surveying teams in northern Gaza initiated a plan to revisit public lands cleaned by CHF laborers. As a result of the revisiting, it was noted that in some instances a re-accumulation of waste had occurred. Re-accumulated waste consisted largely of construction debris and in some instances of newly dumped household waste. Beginning in November 2003, CHF began to carry out an ongoing re-dirtying survey for the entire program area. Collection of re-accumulated waste found was begun in cooperation with municipal site engineers and supervisors from December 2003 through March 2004. The end result of the survey revealed that 48,417 tons of solid waste had been collected from 2,618 cleaned vacant lots with an area of 2,339,604 square meters. This means that 318 open vacant lots, or

12.15% of the total number of vacant lots in need of cleaning, were cleaned a second time. It also means that only 3,848 tons of newly accumulated waste, approximately equal to one month's production of household waste for the entire northern Gaza urban population of more than 180,000 citizens, had been found and re-collected, representing an overall re-dirtying rate of 7.95%. While the number of collection points (i.e., 318 vacant lots) for this re-accumulated waste was significant, the

amount and type of re-accumulated waste to be re-collected was equally significant. The initial problem with the open vacant lots before PEIP/VTP program cleaning was that they contained massive amounts of accumulated waste and heavy construction debris mingled with soil that could not be removed by the regular municipal waste collection services because it would have been too time consuming and labor-intensive. After the initial cleaning, only small amounts of waste returned to these sites — waste that could be easily handled by the regular municipal collection services. Surveying data revealed that virtually no waste returned to fenced vacant lots, whether they had been fenced before PEIP/VTP program cleaning or after by the community or the owners.

The following table outlines the major findings of the survey and re-dirtying data in northern Gaza:

Date	Total Tonnage of Solid Waste Collected	Total Tonnage of Solid Waste Re-Collected	Number of Open Vacant Lots Cleaned	Number of Open Vacant Lots Re-Cleaned	Number of Fenced Vacant Lots Cleaned	Total Number of Vacant Lots Cleaned
Aug-02	1,607	0	151	0	0	151
Sep-02	2,629	0	153	0	0	153
Oct-02	2,239	0	163	0	0	163
Nov-02	1,977	0	182	0	0	182
Dec-02	2,035	0	122	0	0	122
Jan-03	2,035	0	157	0	0	157
Feb-03	2,332	0	150	0	0	150
Mar-03	1,953	0	154	0	0	154
Apr-03	2,469	0	155	0	12	167
May-03	6,471	0	91	0	8	99
Jun-03	1,492	257	85	0	0	85
Jul-03	2,304	300	134	0	14	148
Aug-03	3,288	350	109	25	0	109
Sep-03	2,579	227	103	29	16	119
Oct-03	1,702	485	89	38	0	89
Nov-03	2,420	270	67	40	15	82
Dec-03	2,003	420	82	42	4	86
Jan-04	2,075	717	123	50	0	123
Feb-04	1,116	205	60	35	11	71
Mar-04	1,741	617	126	44	0	126
Apr-04	1,287	0	82	0	0	82
May-04	663	0	0	15		
Total	48,417	3,848	2,538	318	80	2,618

The West Bank plan was based on the data from the initial survey carried out by CHF/PEIP/VTP surveyors in Al Bireh and Ramallah (beginning August 2002) and Nablus (beginning December 2002). The surveyor teams revised the surveying plan in June 2003, aiming at revisiting all sites cleaned by that date. The second survey (beginning in March 2004) reported on re-dirtying, including types and quantities of waste, as well as on new uses of cleaned sites. In the initial survey, the team visited 4,034 vacant lots in the West Bank. At that time, the waste quantity was estimated at 128,580 cubic meters.

After almost 22 months of work, a total of 4,192 West Bank vacant lots had been cleaned. The re-cleaning process removed new waste of all types found at the sites, and waste that had not been removed in the initial collection cycle. The latter waste was found at sites that were still open for construction waste and debris until declared closed by the municipalities. Grass was collected twice, or in both cycles, but is not counted in re-dirtying. The quantity of waste collected in the second collection cycle was 11,407 tons (9.58% of the waste collected in the first cycle).

There were some variations in the ratios of waste recurring within the same city as well as between cities. The public awareness team was most successful in Nablus, where the recurring waste percentage was the lowest (less than 3%). The highest re-dirtying rate appeared in Al Bireh, since there was less municipal participation in the awareness work than in the other two cities.

Municipalities' expectations were that almost 50% of the waste would return. Some of the public shared this expectation for a number of reasons: lengthy curfews in the three cities, closures preventing municipalities from collecting and transporting waste, scattering of some waste due to waste collection delays, and lack of sufficient waste containers, resulting in the haphazard disposal of waste by roadsides and elsewhere.

Although the second survey was not aiming at studying behavior, it was noticed that the presence of municipal representatives on the awareness team correlated with variations in the amounts of waste coming back in the three cities. At the same time, none of the fenced vacant lots were re-dirtied over the program period. The municipal monitoring and penalty systems' effectiveness was clear in the three areas. Nablus, having a well structured and implemented system, was cleanest. Ramallah, with a system more structured than Al Bireh's, remained cleaner than it. The socio-economic status of some neighborhoods was also reflected in the re-dirtying rate.

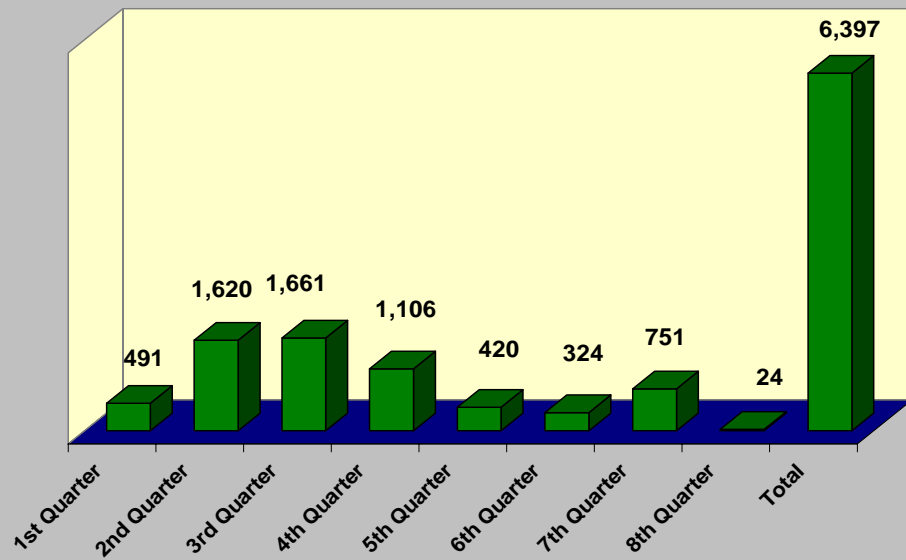
In a comparison between re-dirtying quantities and the daily domestic waste collected in the three cities, CHF assumed a generation rate of 0.85kg/c/d. In other words, total waste recollected was less than the total amount collected in two months. Keeping in mind that not all types of waste collected by PEIP/VTP are part of the domestic waste collection system, the amount of waste recollected is still less than a month of domestic waste generated.

Looking again at the second survey's results, CHF notes that 580 vacant lots of those cleaned (13.8%) were turned into a garden or other social uses. A large number of these areas were put to new uses by public institutions, mostly municipalities.

The following table outlines the major findings of the survey and re-dirtying data in the West Bank:

Date	Total Tonnage of Solid Waste Collected	Total Tonnage of Solid Waste Re-Collected	Number of Open Vacant Lots Cleaned	Number of Open Vacant Lots Re-Cleaned	Number of Fenced Vacant Lots Cleaned	Total Number of Vacant Lots Cleaned
Aug-02	154	0	116	0	33	116
Sep-02	669	0	71	0	31	71
Oct-02	1,034	0	96	0	59	96
Nov-02	2,013	0	167	0	38	167
Dec-02	4,717	0	135	0	44	135
Jan-03	3,923	0	266	0	30	266
Feb-03	5,576	0	158	0	7	158
Mar-03	10,714	0	218	0	61	218
Apr-03	9,212	0	283	0	50	283
May-03	4,346	0	184	1	71	184
Jun-03	11,880	45.7	476	8	25	476
Jul-03	10,499	93	401	13	28	401
Aug-03	7,400	835	159	74	12	159
Sep-03	9,066	1,257	143	110	4	143
Oct-03	8,828	1,083	89	142	10	89
Nov-03	8,302	1,128	73	134	4	73
Dec-03	6,160	2,048	192	122	10	192
Jan-04	4,556	1,818	433	100	2	433
Feb-04	2,158	1,073	215	35	8	215
Mar-04	2,652	1,380	141	139	25	141
Apr-04	3,820	487	162	178	3	162
May-04	1,307	160	14	46	25	14
Total	118,986	11,407	4,192	1,102	580	4,192

Number of Vacant Lots Surveyed



3.1.6 Public Awareness Program



The Main Entrance to Beit Hanoun

In January 2004, CHF public awareness and operations staff worked closely with the Municipality of Beit Hanoun and the Agriculture Development Association to implement a planting, fencing, cleaning, and beautification project along the center isles of two roads recently repaired under USAID's emergency roads rehabilitation project. From January 21-30, 152 trees were planted along the roads, which had a total length of 800m and area of 1,221m². The main objectives of the project were as follows:

- To improve the environmental situation in the northern area
- To encourage the participation of community institutions and citizens
- To transfer a huge quantity of accumulated solid waste from the vacant lots to landfills
- To provide the opportunity for the CHF employment generation hires to practice the skills they acquired in the gardening course

One of the program activities was implementing 35 cleaning and planting campaigns with the participation of 919 citizens, schools, and social institutions. The project's success generated appreciation by the citizens, great results, and positive impact on the area. The Beit Lahia municipality proposed doing a similar project on the main street that connects Sheikh Zayed City to the rest of the municipality.

The literature on waste management development theory generally asserts that stakeholders' awareness of waste management and environmental issues is closely linked to their preparedness to

participate in improvement of waste management practices. Thus, public awareness and community outreach programs often play an essential role in integrated approaches to solid waste management reform and development. The primary objectives of such programs are informing the public of new waste management methods and requirements, gaining public support for solid waste management initiatives, improving the profile of solid waste management activities, and securing active participation at the community level for the local development of solid waste management.

While the public constitutes the major set of beneficiaries of solid waste management services, only a small number are typically aware of what happens to their waste, the full extent of services being provided, or the impact on their quality of life if services could be enhanced. Further, there is often limited awareness of the potential health, safety, and environmental impacts associated with poor waste management. Public support is important, because an unaware and uninformed public is unlikely to support and cooperate with the municipality in carrying out its works, to exert pressure on the municipality to provide better quality services, or to become active in improving local cleanliness.

Once they have understood the importance of solid waste management and how they can participate, citizens are often very ready to support their municipality in its efforts. Community participation, then, can act as a major driving force of change and reform.

The PEIP/VTP program used a stakeholder participation approach in which stakeholders – those with rights, responsibilities, and interests – played an active role in decision making and activities which affected them. This meant that target groups for awareness activities included not only the public, but also the political and technical decision makers in the Public Health and Environment Department and elsewhere in the municipalities. Besides these, the PEIP/VTP program also interacted on a daily basis with officials and employees of governmental institutions, professional associations, and utility service providers in order to encourage them to become active in improving local cleanliness.

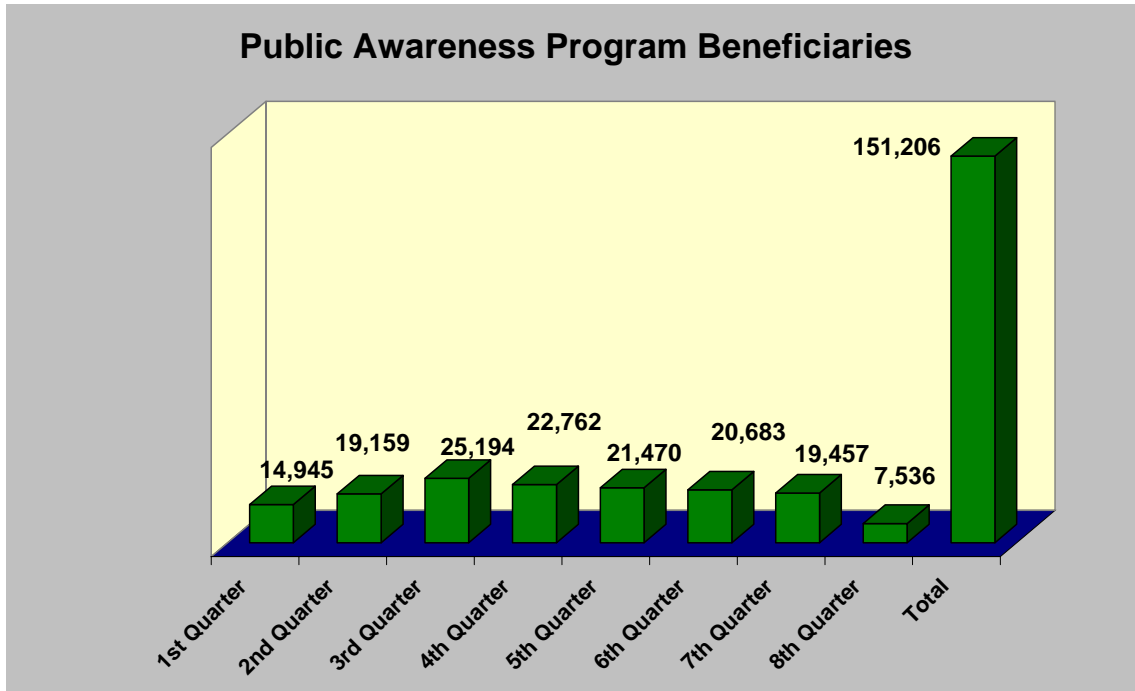
The main objectives of PEIP/VTP's public awareness and community outreach program were as follows:

- To foster public awareness regarding PEIP/VTP cleaning activities and environmental cleanup
- To build community groups that would participate in the program
- To gain public support for, involvement in, and contributions to the cleaning activities
- To build a public support for sustainable waste management

In conjunction with its municipal partner, CHF implemented the public awareness plan that accompanied the surveying activities and waste removal action plan for each neighborhood. The following graph represents the number of beneficiaries of PEIP/VTP public awareness activities during the entire program period. Beneficiaries include those who attended informational sessions on environmental awareness and stewardship, and those who received public outreach materials produced and distributed by the PEIP/VTP program.



PEIP/VTP public awareness and community outreach teams worked to build a positive image of solid waste management by linking it to environmental cleanup. PEIP/VTP public awareness teams participated in West Bank summer school programs both years of its operation.



3.1.6.1 Informing the Public



By working to increase children's awareness of environmental issues and attitudes toward solid waste management, the PEIP/VTP program also helped to inform the public. Here, 30 boys from Zayed Ben Haretha Elementary School and three artists from the Red Crescent Society participated with CHF staff on a 15-meter-long environmental drawing wall in Beit Lahia on March 15, 20004.

Informing solid waste management service consumers enables them to cooperate constructively with new and/or ongoing solid waste management schemes.

In collaboration with the Ministry of Education, PEIP/VTP's public awareness staff worked with 110 schools. School program objectives were as follows:

- To increase children's awareness of environmental issues at school, at home, and in the streets
- To improve children's attitudes towards the environment and solid waste management using participatory activities and games
- To enhance children's participation in environmental cleanup and their sense of responsibility in environmental problem solving

A total of 2,822 students participated in PEIP/VTP-related school program activities. The children led clean-up campaigns around the schools and successfully pressured their school principals to make school hygiene improvements and to increase student awareness of environmental issues. The PEIP/VTP program helped students organize 96 school-based environment clubs, in which they were

encouraged to discuss the environmental and public health problems faced by their communities and schools and to devise their own methods of addressing them.

CHF participated in the regular children's summer camps organized in northern Gaza cities and designed a summer camp component on raising awareness of environmental and public health issues. In cooperation with the northern Gaza municipalities, CHF's PEIP/VTP public awareness team selected neighborhoods in northern Gaza cities where previously cleaned vacant lots contained newly accumulated waste and construction debris. Approximately 120 children living around the identified vacant lots were invited to join the summer camp held in their neighborhood. They took part in the following program activities:

- presentations about the objectives and goals of the PEIP/VTP program
- field trips to clean and dirty vacant lots
- home visits around the clean and dirty vacant lots
- lectures about environmental problems
- games on how to solve environmental problems
- plays
- songs about the environment
- handicraft activities
- participation in a neighborhood cleanup campaign with CHF and municipal laborers

3.1.6.2 Gaining Public Support and Involvement

The success of any solid waste management planning initiative depends heavily on the ability of the municipality to secure the support and participation of the public. Unless the public is wholeheartedly behind and actively participating in solid waste management projects, the projects are unlikely to progress and be maintained.

Over the life of the project, CHF/PEIP/VTP northern Gaza and West Bank public awareness team met with 255 organized citizens groups, local women's organizations, local private establishments, NGOs, and governmental representatives involved in cleanup efforts to assess the environmental improvement and solid waste management needs of the community. To ensure active community participation, 47 permanent neighborhood committees on environmental cleanup implementation were formed.



PEIP/VTP staff worked to gain community support and involvement in area cleanup efforts at a central neighborhood meeting in the Bir Al Naja neighborhood of Jabaliya.

As a result of these activities, community participation in the PEIP/VTP program was high. Over the 22-month duration of the program, 3,329 local community members devoted 21,873 hours to working in PEIP/VTP cleanup and public awareness activities. Community members spent time and money on cleaning, building fences and stone retaining walls, planting gardens and greenery, and creating soccer

fields and playgrounds. In cooperation with the northern Gaza and West Bank municipalities, community members undertook to fence 618 vacant lots after cleaning and to convert five vacant lots to playgrounds and sports fields. In addition, CHF received 171 letters of appreciation from NGOs, neighborhood committees, and individual citizens expressing their gratitude for the efforts and achievements of the PEIP/VTP program. On several occasions, neighborhood residents were so moved by the obvious results produced by PEIP/VTP laborers that they would stop at a worksite and hand out charity donations of one kind or another to the sweepers laboring there.

3.1.6.3 Building an Improved Image of Solid Waste Management

It is widely acknowledged that in most places, the public image of waste management is in need of a facelift. This was certainly the case in the working areas in Gaza and the West Bank, where traditional attitudes toward solid waste management relegated it to a low profile, attracting little interest from the public. Traditionally, Palestinian workers in waste collection, transport, and disposal have held the lowest social standing. The “dirtiness” associated with solid waste meant that the municipal department of public health and environment has had difficulties attracting a qualified and motivated work force.

The PEIP/VTP program managed to reverse this trend, creating a favorable image of the cleaning labor force: PEIP/VTP sweepers and laborers became known as well organized individuals who were actively concerned for the public and the environment and contributing on a daily basis to the obvious quality-of-life improvements taking place in both areas. Coupled with the extensive public awareness activities undertaken by the program, this new public image of sweepers and laborers helped to improve the compliance of residents with proposed solid waste maintenance schemes. All this was enhanced greatly by creating playgrounds, building fences and stone retaining walls, implementing greening activities, launching environmental summer camps, distributing promotional materials, obtaining extensive media coverage, and eliciting school participation and municipal promotion. As a result, cooperation and interaction between residents, cleaners, and municipal waste management departments was greatly strengthened, and solid waste management became associated with environmental beautification and citizen empowerment.

3.1.7 Vocational Training



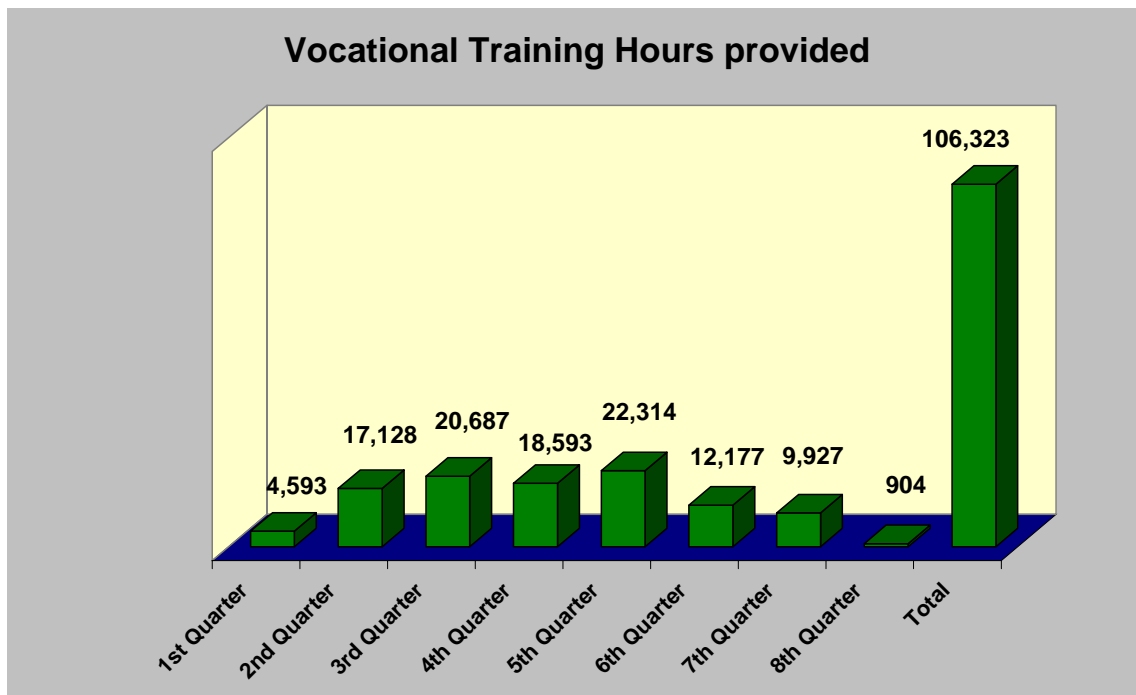
PEIP/VTP employment generation hires practiced their new skills in a haircutting campaign during the visit of CHF International Chairman Don McCrary to the Zayed Ben Haretha Elementary School in Beit Lahia. Thirteen CHF laborers gave a free haircut to 127 students.

Following the completion of the individual workers' vocational training needs assessment and obtaining USAID approval, CHF began implementing its vocational training program in month two of the program. Training was provided in the following areas:

In northern Gaza: eradicate illiteracy (levels 1 and 2); video and montage; child to child; working with the handicapped; college lecture; first aid (levels 1-5); gardening (levels 1 and 2); hairdressing (levels 1 and 2); preparing new staff; project management; communication skills; building supervision and land surveying; plumbing; MCP computer; computer basic (levels 1 and 2); Microsoft Office; democracy and laborers' rights; pricing and awarding construction bids; training assessment (levels 1 and 2); TV and radio maintenance; democracy and civil society; English language; general electricity; reproductive health; refrigeration and

air conditioning; Internet; laborers' rights; needs assessment for public awareness; rehabilitation for summer camp; computer literacy

In the West Bank: rescue and general safety (levels 1 and 2); computer basics (levels 1-3); law of work; illiteracy; first aid; capacity building for environmental issues; gardening; hairdressing; video and photography (levels 1 and 2); health care waste management; English language; exhaust gas management; democracy and civil society; trade union principles; crisis intervention; office equipment maintenance; electricity (levels 1 and 2); auto mechanics; environmental awareness concepts; auto electrical systems; smithery; wastewater management; reuse of tires for gardening; stone walls building; Hebrew language; aluminum works; satellite installation and maintenance; auto CAD; carpentry; guidelines for education; mobile phones maintenance; training skills for trainers; Corel Draw and Photoshop; taxi and bus driving; nutritional health; solid waste and pollution prevention; health monitoring; human resources management; MS project principles



3.1.8 Gender and the Role of Women



CHF's PEIP/VTP program promoted women's involvement in the decision making process by organizing regular neighborhood meetings on environmental cleanup for women. Nineteen women participated in this meeting at the Indira Ghandi Kindergarten on March 2002.

While gender inclusion was not a specific objective of the PEIP/VTP program, the role of women in solid waste management, environmental improvement, emergency employment generation, and program end employment was both substantial and significant. In addition to the quantifiable impacts concerning employment generation, vocational training, and environmental cleanup, the PEIP/VTP program also had a qualitative impact on women in the program area.

Although it was not anticipated that women would work as sweepers in the PEIP/VTP program, PEIP/VTP's public awareness team was formed entirely of 14 female employment generation hires who coordinated with neighborhood committees and municipal surveyors on neighborhood waste removal action plans

and vacant lot surveys; carried out home, business, and institutional visits; and participated in the design and implementation of environmental summer camps for children.

A total of 49 women worked full-time in the PEIP/VTP program as employment generation hires (5%), and seven women worked in the PEIP/VTP management team (58%). Of the 242,133 person days of employment created over the 22-month program period, 22,059 person days were generated by women (9.1%). Of the 693 persons trained according to assessed individual training needs, 57 were women (8.2%). These female employment generation hires received 5.5% of the training offered (5,817 hours).

3.1.9 Municipal and Community Matching Contributions

The PEIP/VTP cooperative agreement stipulated that matching contribution should be at least 22% of the total program value. The PEIP/VTP program's matching contributions, to be outlined in the final financial report and confirmed by an outside auditor later this calendar year, amounted to 25% of the total program value.

	Contributions as Budgeted	Actual Contributions
USAID	\$5,366,991 (78%)	\$5,366,991 (75%)
CHF	\$1,524,348 (22%)	\$1,761,644 (25%)
Total	\$6,891,339 (100%)	\$7,128,635 (100%)

The memoranda of understanding signed with the northern Gaza and West Bank municipalities stipulated that the municipalities would contribute a total match of \$1,524,348 to the USAID award of \$5,366,991. Despite the ongoing conflict, the total contribution of municipalities to the PEIP/VTP program equaled \$1,761,644, which is 116% of the agreed-upon match.

Over the 22-month duration of the program, the local community's part in this match amounted to \$643,734.94 in in-kind contributions. Of this amount, local community members devoted 2,547 days to

working in PEIP/VTP cleanup activities at a value of \$28,696.73 and 148,388 hours to working in PEIP/VTP public awareness activities at a value of \$351,215.

3.1.10 Environmental Impact Assessments

As part of CHF's employee training, PEIP/VTP's deputy program director and senior engineer attended a five-day USAID-sponsored training course in Gaza City on environmental assessment and USAID regulations.

CHF is thoroughly familiar with USAID guidelines for environmental review of potentially hazardous activities and ensured that its waste removal activities were in compliance with the Code of Federal Regulations (22CFR: Agency Environmental Procedures). The environmental impact assessment certification form was completed and submitted to USAID on March 7, 2002.

3.1.11 USAID Coordination and Supervision

USAID was substantially involved in the operation of the program and played an integral role in the supervision of the PEIP/VTP in the following ways:

- **Approval of Annual Implementation Plans** CHF submitted annual implementation plans once a year for review and approval by USAID. The annual implementation plans provided details of activities that needed to be executed, outlined expected achievements, listed implementation milestones, and provided expected impacts over a 12-month period.
- **Approval of Specified Key Personnel** The CHF Program Director was the only officially designated key personnel.
- **Monitoring and Evaluation Plans** In the first quarterly report, CHF submitted a detailed monitoring and evaluation plan for USAID's review and approval. This plan traced implementation progress and assessed the impact of the project. The plan included specific indicators with baselines and targets for measuring and reporting outputs and impacts based on implementation targets and beneficiaries. As part of the annual implementation plan's review and approval process, CHF also advised USAID of any revisions or updates to the approved monitoring and evaluation plan.
- **Technical and Financial Progress Reports** CHF sent technical and financial progress reports on a quarterly basis and an audit report yearly.
- **Program Consultation** CHF/PEIP/VTP program management met on a regular basis with USAID's CTO Bassam Kort concerning the specifics of program implementation.

3.2 Staffing

The following persons made up the PEIP/VTP management team:

Name	Title
L. Abu-Hijleh	Country Director
L. Zonneveld	Program Director
T. Zourob	Deputy Program Director – Gaza
M. Awad	Deputy Program Director – West Bank
A. Skaik	Financial Controller – West Bank and Gaza
H. Saba	Assistant Administrator – West Bank and Gaza
H. Ghayada	MIS Manager and Executive Assistant – Gaza
Z. Lababidi	Training Coordinator – Gaza
N. Zakout	Senior Community Services Specialist – Gaza
A. Bayya	Financial Administrator – West Bank
S. Yahia	Community Services – West Bank
S. Shaaban	Training Specialist – West Bank
E. Allan	Office Manager – West Bank
M. El Hamaidi	Consultant

On June 1, 2003 Matthew Lovick, CHF country director for the West Bank and Gaza, was transferred to serve as country director for CHF's USAID-funded ICAP program in Iraq. A new country director for the West Bank and Gaza, Lana Abu-Hijleh, was appointed by CHF International and began work on November 1, 2003.

3.3 Safety and Security

Given the security situation during the program period, a set of security arrangements and protocols were put into place:

- All staff members had cell phones and radios. Key staff was required to call the Country Representative's Office at least once a day and any time there was a potentially dangerous situation.
- The country director talked twice weekly to the regional security officer at the U.S. Embassy for a situation update.
- In the event of violence, all CHF offices were closed until the country director gave the go-ahead for reopening.
- In the event of extreme violence that would require evacuation, the PEIP/VTP director would leave Gaza immediately for Tel Aviv or Jerusalem with her family.
- Staff would refrain from entering areas within 500 meters of the border of Israeli settlements without permission of the program director.

3.4 Recommendations for Program Replication

Based upon the number of requests CHF has received to replicate or expand on the PEIP/VTP employment generation program (outlined below) and upon the lessons learned from program implementation, CHF believes that replication – with appropriate programmatic modifications – makes sense. CHF considers the PEIP/VTP program to be an excellent model for emergency employment generation programs in the West Bank and Gaza, since it produces outstanding employment generation results, develops sustainable community environmental awareness and municipal

management skills and commitments, creates new full-time permanent municipal jobs, supports sorely needed municipal waste collection efforts in both the short and long term, and is easily and effectively replicated in other areas.

Because of this, CHF suggests that further USAID funding of employment generation activities at this time might include an expansion of the PEIP/VTP program into the Rafah municipality, Khan Younis municipality, and other municipalities located in the central and southern Gaza Strip. In addition, CHF is in the process of preparing a program in cooperation with the Gaza City municipality to apply a labor-based approach to developing the Yarmouk sports field in the Gaza City center.

A great number of requests for PEIP/VTP replication activities have been received over the last two years of implementation:

- In October 2001, Dr. Osama Al Farra, the mayor of Khan Younis sent a letter to CHF asking to expand the PEIP/VSP program to his municipality.
- The Governor of Deir al-Balah, Mr. Abdallah Abu Samhadana, appealed to CHF in July 2002 to include the central Gaza communities in the PEIP/VTP program.
- Dr. Emad Shaath, the deputy mayor of the Rafah municipality, the southern-most municipality in the Gaza Strip, called CHF on July 3, 2003, to inquire as to whether CHF might be able to collaborate with the municipality in implementing an environmental improvement/employment generation project in Rafah. The purpose of this project would be to conduct a series of city-wide cleanup activities in vacant lots and public spaces.
- Colonel Musa Abdel Nabi who works with PA Minister of Security Mohamed Dahlan approached CHF on July 8, 2003 to inquire as to whether CHF might be able to collaborate in Gaza City and in the northern Gaza municipalities on the current wall painting campaign.
- On July 9, 2003, the Municipality of Jabaliya sent a letter to CHF requesting assistance in wall painting.
- The mayors and governors of Qalqiliya, Tulkarem, Jenin, Hebron, Jericho, and Bethlehem have called or visited the CHF offices in Ramallah and Nablus to inquire as to how they might collaborate with CHF to implement an environmental improvement/employment generation project in their localities.
- The Gaza municipality has stated on numerous occasions during the 22-month PEIP/VTP program period that it would like to see an extension of the program for another year. Much-needed employment generation activities could focus on the fencing of vacant lots using locally available materials and the upgrading of municipal sports fields and other recreational areas for children in Gaza City.
- CHF and the Gaza municipality preliminarily identified vacant lots covering 120 dunams that would benefit from being fenced in so as to keep them clean. A request for funding of about \$150,000 in materials had been prepared. The lots concerned are public lands owned by the municipality.
- CHF has recently received a request from the Beit Lahiya, Beit Hanoun, and Jabaliya municipalities for funds made available to fence in cleaned vacant lots.

4. Annexes

4.1 Inventory of Equipment

Other Non Expendable over \$5000

CHF - PEIP/VTPVTP- Gaza and West Bank

Cost Center 24011

Inventory Date:

15-Jul-04

Code	Serial Number	Purchase date	Description (including model)	Ct	Procurement	Original Cost	Present cost	Date of Acquisition	Period of Acquisition (no. of days)	Present Condition	Present Location	Proposed Future Location
G-46-03	1G1NL52F13C167457	23-Jan-03	Car Chevrolet Alero/Engine 2200cc Model 2003	1	Purchase Request	30,962.34	21,775.71	23-Jan-03	540.00	Good	Gaza storage	PEOPLED/ Gaza
GN-46-04	1G1NL52FX3C167442	23-Jan-03	Car Chevrolet Alero/Engine 2200cc Model 2003	1	Purchase Request	30,962.34	21,775.71	23-Jan-03	540.00	Good	Gaza storage	PEOPLED/ Rafah
G-46-02	1G1JC524217377374	20-Sep-01	Car Chevrolet Cavalier/- Engine 2200cc HP 115 Model 2001	1	Transferred by PEIP	25,729.75	11,168.41	20-Sep-01	1,030.00	Good	Gaza storage	PINE/Gaza

Code	Serial Number	Purchase date	Description (including model)	Ct	Procurement	Original Cost	Present cost	Date of Acquisition	Period of Acquisition (no. of days)	Present Condition	Present Location	Proposed Future Location
GN-46-01	1G1JC524X17383326	20-Sep-01	Car Chevrolet Cavalier/ Engine 2200cc HP 115 Model 2001	1	Transferred by PEIP	25,729.75	11,168.41	20-Sep-01	1,030.00	Good	Gaza storage	PINE/Gaza
R-46-07	C001890	10-Feb-03	Car Chevrolet Alero/Engine 2200cc Model 2000	1	Purchase Request	26,150.63	18650.28	10-Feb-03	522.00	Good	Ramallah	PINE/CRO in Dahiya
N-46-05	G1NL52FX3C167683	29-Sep-02	Car Chevrolet Alero/Engine 2200cc Model 2003	1	Purchase Request	30,962.34	19802.29	29-Sep-02	656.00	Good	Ramallah	PEOPLED/ Bethlehem
R-46-06	G1NL52F53C168093	29-Sep-02	Car Chevrolet Alero/Engine 2200cc Model 2003	1	Purchase Request	30,962.34	19802.29	29-Sep-02	656.00	Good	Ramallah	PEOPLED/ Jenin
				7		\$201,459.49	\$124,143.10					

CHF - Property Control List of Used Mobile Phones

Mobile Phones

CHF - PEIP/VTPVTP- Gaza and West Bank

Cost Center 24011

Inventory Date:

15-Jul-04

Code	Date of purchase	Description (include model)	Procurement	Count	Present Condition	Proposed Future Location
G-47-01	26-Jul-01	Motorola Time Port	Transferred by PEIP	1	Poor	Peopled
G-47-02	26-Sep-01	Nokia handset 5110	Transferred by PEIP	3	Poor	Peopled
G-47-02	26-Sep-01	Nokia handset 5110	Transferred by PEIP	1	Fair	Peopled
G-47-03	26-Sep-01	Nokia handset 5110	Transferred by PEIP	2	Poor	Peopled
G-47-04	8-Jul-03	Motorola T190	Transferred by PEIP	1	Fair	Peopled
R-47-05	8-Aug-02	Siemens	Gift from Jawwal Co.	20	Poor	Disposed of
N-47-06	15-Oct-02	Siemens	Gift from Jawwal Co.	9	Poor	Disposed of
				37		

CHF - Property Control List of Equipment

Computers

CHF - PEIP/VTPVTP- Gaza and West Bank

Cost Center 24011

15-Jul-04

Code	Serial Number	Purchase date	Description (including model)	Ct	Present Condition	Proposed Future Location
G-01-14	S/N NL 22419578	31-Jul-01	Computer HP Vectra	1	Good	PEOPLED
G-01-16	S/N FR 11532014	24-Sep-01	Computer HP Vectra	1	Good	Gaza Municipality
G-01-18	S/N 11610158	24-Sep-01	Computer HP Vectra	1	Good	PEOPLED
GN-01-21	S/N FR 12520259	19-Aug-02	Computer HP Vectra	1	Good	Beit Hanoun
G-01-13	S/N FR 11532166	31-Jul-01	Computer HP Vectra	1	Good	Gaza Municipality
GN-01-19	S/N FR 11532020	31-Jul-01	Computer HP Vectra	1	Good	Gaza Municipality
GN-01-20	S/N NL 22419600	24-Sep-01	Computer HP Vectra	1	Good	Beit Lahia
GN-01-22	S/N NL 22419581	19-Aug-02	Computer HP Vectra	1	Good	Jabaliya
G-05-01		31-Jul-01	Monitor HP	2	Good	Gaza Municipality
GN-05-10		19-Aug-02	Monitor 15"HP	3	Good	Gaza Municipality
G-05-09		19-Aug-02	Monitor 15"HP	1	Good	Beit Hanoun
G-05-09		19-Aug-02	Monitor 15"HP	1	Good	PEOPLED
GN-05-05		31-Jul-01	Monitor Compaq	1	Good	PEOPLED
G-07-02		31-Jul-01	UPS Advise 600	3	Good	PEOPLED
G-07-05		24-Sep-01	UPS Advise 600	1	Good	PEOPLED
GN-07-06		31-Jul-01	UPS Advise 600	1	Good	PEOPLED
GN-07-07		24-Sep-01	UPS Advise 600	1	Good	PEOPLED
G-07-08	10503378	24-Sep-01	UPS Advise 720	2	Good	PEOPLED
GN-07-09		19-Aug-02	UPS Advise 720	1	Good	PEOPLED
G-03-03	1G17GTQ1M120	19-Aug-01	Laptop Compaq	1	Good	CRO/Pine
G-01-12	S/N FR 22016072	31-Jul-01	Computer HP Vectra	1	Good	PEOPLED

Code	Serial Number	Purchase date	Description (including model)	Ct	Present Condition	Proposed Future Location
G-01-17	NL22419592	19-Aug-02	Computer HP Vectra	1	Good	PEOPLED
GN-01-15	NL22016075	24-Sep-01	Computer HP Vectra	1	Good	PEOPLED
G-05-06		31-Jul-01	Monitor LG Flatron 17"	2	Good	PEOPLED
G-05-07		19-Aug-02	Monitor LG Flatron 17"	1	Good	PEOPLED
G-05-08		24-Sep-01	Monitor LG Flatron 17"	1	Good	PEOPLED
GN-06-01	HP TC 3100 1.26 GHz	10-Nov-02	Server	1	Good	PEOPLED
G-07-01		31-Jul-01	UPS Advise 600	1	Good	PEOPLED
G-07-03		24-Sep-01	UPS Advise 600	1	Good	PEOPLED
G-07-04		19-Jul-03	UPS Advise 600	1	Good	PEOPLED
G-03-04	ST w22414035	19-Aug-02	Laptop HP	1	Good	PEOPLED
N-01-01	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	CRO/PINE
N-01-02	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	CRO/PINE
N-01-03	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Al Bireh
N-01-04	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Ramallah
N-01-05	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Nablus
N-02-02	Computer Network	7-Aug-03	Computer Network	1	Good	CRO/PINE
N-04-01		27-Aug-02	Microsoft office XP Professional (for five computers)	5	Good	CRO/PINE
N-05-03		31-Aug-02	Monitor 17" HP	1	Good	Al Bireh
N-05-03		31-Aug-02	Monitor 17" HP	2	Good	CRO/PINE
N-05-03		31-Aug-02	Monitor 17" HP	1	Good	Nablus
N-05-03		31-Aug-02	Monitor 17" HP	1	Good	Ramallah
N-07-11	1 . KVA	31-Aug-02	UPS GAMATRONIC	1	Good	Al Bireh
N-07-11	1 . KVA	31-Aug-02	UPS GAMATRONIC	2	Good	CRO/PINE
N-07-11	1 . KVA	31-Aug-02	UPS GAMATRONIC	1	Good	Nablus
N-07-11	1 . KVA	31-Aug-02	UPS GAMATRONIC	1	Good	Ramallah

Code	Serial Number	Purchase date	Description (including model)	Ct	Present Condition	Proposed Future Location
N-07-13		31-Aug-02	USB 64Mb-Portable	2	Good	PEOPLED
N-07-14		31-Aug-02	USB Sofeen Disk-32Mb	1	Good	CRO
R-01-06	VL 420 P8372B	18-Aug-02	Computer HP Vectra	1	Good	Ramallah Mun.
R-01-07	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Ramallah Mun.
R-01-08	VL 420 P8372B	23-Sep-02	Computer HP Vectra	1	Good	Al Bireh Mun.
R-01-09	VL 420 P8372B	8-Jun-03	Computer HP Vectra	1	Good	Al Bireh Mun.
R-01-10	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Nablus Mun.
R-01-11	VL 420 P8372B	31-Aug-02	Computer HP Vectra	1	Good	Nablus Mun.
R-02-01	Computer Network	31-Aug-02	Computer Network	1	Good	CRO
R-03-01	VT 6200 F5379J TW 22414c33	31-Aug-02	Laptop HP Omni Book	1	Good	CRO
R-03-02	VT 6200 F5379J TW 22414c33	13-Jan-03	Laptop HP Omni Book	1	Good	CRO
R-05-02		31-Aug-02	Monitor 17"HP	1	Good	CRO
R-05-04		31-Aug-02	Monitor 17"HP	2	Good	Al Bireh
R-05-04		31-Aug-02	Monitor 17"HP	2	Good	Nablus
R-05-04		31-Aug-02	Monitor 17"HP	2	Good	PEOPLED
R-06-02	TC3100P3-P7658A	31-Aug-02	Server HP NET	1	Good	CRO
R-07-10		7-Aug-03	UPS APC Bak	2	Good	Ramallah
R-07-10		13-Jan-03	UPS APC Bak	2	Good	Nablus
R-07-10		13-Jan-03	UPS APC Bak	2	Good	Al Bireh
R-07-12	1 . KVA	31-Aug-02	UPS GAMATRONIC	1	Good	CRO
R-07-15		31-Aug-02	USB Sofeen Disk-32Mb	2	Good	PEOPLED

CHF - Property Control List of Equipment

Printers and Other
CHF - PEIP/VTPVTP- Gaza and West
Bank

Cost Center 24011

15-Jul-04

Code	Serial Number	Purchase date	Description (including model)	Ct	Present Condition	Proposed Future Location
GN-08-07	F2HQ50129	13-Sep-02	Camera Panasonic PV-DC352 Compact CAM	1	Good	CRO
GN-09-01	A433385	13-Sep-02	Matrox Rt2500 Digital Video ED	1	Good	CRO
GN-10-07	FRERH 15537	19-Aug-02	HP LaserJet 2200 DTN	1	Good	PEOPLED
GN-14-03	21735103	20-Aug-02	Photo copier Machine (Minolta) 1080	1	Good	PEOPLED
G-08-01	8F02426	12-Aug-01	Camera (Canon F850) Auto flash	2	Good	CRO
GN-08-06	4824604874	13-Sep-02	Digital camera Canon Power Shot G2 4MP	1	Good	PEOPLED
GN-15-02	1GCHA104421	20-Aug-02	Fax Machine "Panasonic" 600	1	Good	PEOPLED
G-45-01		18-Jul-01	Generator PEVKIUS PVA 50	1	Good	PEOPLED
G-10-02	ES 1182707R	25-Jul-01	HP Desk Jet 959 C "color Printer"	1	Good	PEOPLED
G-10-03	CNCRN90182	24-Sep-01	HP Laser Jet 1200 DTN	1	Good	PEOPLED
G-10-06	FRFRG00923	25-Jul-01	HP Laser Jet 2200 DTN	1	Good	Gaza Municipality
G-12-01	CN 09M23178	25-Jul-01	HP Scan Jet 5370 C	1	Good	PEOPLED
GN-13-03		25-Jul-01	LG CD Writer	1	Good	PEOPLED
G-15-01	IBAF A002057	8-Jul-01	Fax Machine "Panasonic"	1	Good	Gaza Municipality
G-14-04	SF 2220 SN 15800195	22-Sep-01	Photo Copier Machine SHARP	1	Good	Gaza Municipality
R-08-03	Q2146a 812Digit	31-Aug-02	Camera Hp Photo Smart 812 Digit	1	Good	CRO
R-08-04	TR v140	13-Aug-02	Camera Video Sony TR v140	1	Good	CRO
N-08-05			Camera Digital Minolta	1	Good	CRO
R-14-01	Pro Terminal 3cp 993469	12-Oct-02	External ISDN Modem	1	Good	CRO
N-10-01	ES 1182707R	5-Aug-03	HP Desk Jet 6122 Printer	1	Good	CRO
N-10-04	DN-C7063A FRHRH 61568	31-Aug-02	HP Laser Jet 2200	1	Good	CRO

Code	Serial Number	Purchase date	Description (including model)	Ct	Present Condition	Proposed Future Location
R-10-05	DN-C7063A FRHRH 59698	31-Aug-02	HP Laser Jet 2200	1	Good	CRO
R-12-02	INTL-C9877A	11-Sep-02	HP Scan jet 4400C	1	Good	CRO
N-13-01	GCE INT. 8240B	31-Aug-02	LG CDWRITER	1	Good	CRO
R-13-02	GCE INT. 8240B	31-Aug-02	LG CDWRITER	1	Good	CRO
R-14-02	KM 2030	13-Aug-02	Photocopier Mita Model Km 2030+ Feeder	1	Good	CRO
R-14-05		7-Nov-02	Cisco Router 761	1	Good	CRO
N-08-02	Q2146a 812Digit	31-Aug-02	Camera Hp Photo Smart 812 Digit	1	Good	PEOPLED
N-14-01	KM – 2030	14-Sep-02	Photocopier Mita Model Km 2030+ Feeder	1	Good	PEOPLED

CHF - Property Control List of Furniture

Furniture

CHF - PEIP/VTPVTP- Gaza and West Bank

Cost Center 24011

15-Jul-04

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
GN-15-01	10-Jul-01	Advertising Board	1	Good	Municipality Storage
G-15-02	20-Dec-01	Advertising Board 80*120 cm	3	Good	Municipality Storage
GN-15-03	20-Dec-01	Advertising Board 80*120 cm	2	Good	Municipality Storage
GN-15-05	28-Aug-01	Advertising Board Overall Size 240 *120 Cm	1	Good	Gaza Municipality
GN-15-06	29-Jul-02	Advertising Board Size 80*120	3	Good	Jabaliya
G-16-03	29-Jul-02	Book shelves with cabinet +glass	2	Good	PEOPLED
GN-16-04	29-Jul-02	Book shelves with cabinet +glass	2	Good	PEOPLED
G-16-05	29-Jul-02	Book shelves with cabinet +glass	1	Good	PEOPLED
GN-16-06	29-Jul-02	Book shelves with cabinet +glass	1	Good	PEOPLED
GN-16-07	29-Jul-02	Book shelves with cabinet +glass	2	Good	PEOPLED
R-16-08	29-Jul-02	Book Shelves with cabinet size 40*80*200	1	Good	PEOPLED
G-17-01	20-Dec-01	Cabinet Keys	1	Good	PEOPLED
G-19-01	29-Jul-02	Computer Table Size 75*60*110	1	Good	Jabaliya
G-19-04	29-Jul-02	Computer Table Size 75*60*110	2	Good	Beit Lahia
GN-19-02	29-Jul-02	Computer Table Size 75*60*110	1	Good	Beit Hanoun
GN-19-03	29-Jul-02	Computer Table Size 75*60*110	1	Good	Jabaliya
G-19-05	10-Jul-01	Computers Table with overall size 75 * 60 *110	5	Good	PEOPLED
GN-19-06	10-Jul-01	Computers Table with overall size 75 * 60 *110	2	Good	Gaza Municipality
G-20-01	10-Jul-01	Desk + Drawers + Cabinet with overall size 210 * 95 * 75	1	Good	Gaza Municipality

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
GN-20-07	10-Jul-01	Desk overall size 190 * 90* 70+ Drawer	1	Good	Gaza Municipality
G-20-08	29-Jul-02	Desk size 120*60*75+ Drawer	1	Good	Jabaliya
G-20-09	29-Jul-02	Desk size 175*70*70+ Drawer	1	Good	Beit Lahia
G-20-10	10-Jul-01	Desk With Drawers Overall Size 60 *120* cm	1	Good	Beit Hanoun
G-20-11	10-Jul-01	Desk With Drawers Overall Size 60 *120* cm	1	Good	Gaza Municipality
GN-20-12	10-Jul-01	Desk+ Drawers with overall size 190 * 90* 70	1	Good	Gaza Municipality
G-20-13	10-Jul-01	Desk+ Drawers+ Cabinet #2 with overall size 190 * 90* 70	1	Good	Gaza Municipality
G-20-14	7-May-02	Desk+ Drawers+ Cabinet with overall size 175 *70* 70	1	Good	Gaza Municipality
G-20-15	10-Jul-01	Desk+Cabinet+drawers#2 with overall size 190 * 90* 70	1	Good	Gaza Municipality
GN-20-17	29-Jul-02	Desk+Drawer Size 150*70*75	3	Good	Gaza Municipality
GN-20-18	29-Jul-02	Desk+Drawer+Cabinet Size 175*80*75	1	Good	Gaza Municipality
GN-20-19	29-Jul-02	Desk+Drawer+Cabinet Size 175*80*75	1	Good	Gaza Municipality
GN-21-03	5-Aug-02	Executive Chair	1	Good	Beit Lahia
GN-21-03	5-Aug-02	Executive Chair	1	Good	Beit Hanoun
GN-21-03	5-Aug-02	Executive Chair	1	Good	Jabaliya
G-21-06	10-Jul-01	Executive Chair	4	Good	Gaza Municipality
GN-21-07	10-Jul-01	Executive Chair	2	Good	Gaza Municipality
GN-21-08	6-Jan-02	Executive Chair	1	Good	Gaza Municipality
GN-23-02	7-Oct-01	File Cabinet two drawers on top and cabinet below	2	Good	PEOPLED
G-23-06	7-Oct-01	Files Drawers	1	Good	PEOPLED
G-23-07	20-Jul-03	Files Drawers	2	Good	PEOPLED
G-23-08	29-Jul-02	Files Drawers	3	Good	PEOPLED
G-23-09	29-Jul-02	Files Drawers Size 134*59*54	4	Good	PEOPLED
G-23-10	29-Jul-02	Files Drawers Size 134*59*54	2	Good	PEOPLED

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
G-24-01	12-Jan-02	Hangers (Clothes)	7	Good	PEOPLED
GN-25-01	29-Jul-02	Key Box Holder	1	Good	PEOPLED
GN-26-01	5-Aug-02	Manager Chair	1	Good	Jabaliya
GN-27-04	29-Jul-02	MDF bookshelves with cabinet on the bottom	1	Good	PEOPLED
G-27-01	10-Jul-01	MDF bookshelves with cabinet on the bottom+glass	1	Good	PEOPLED
G-27-02	10-Jul-01	MDF bookshelves with cabinet on the bottom+glass	4	Good	PEOPLED
G-27-03	29-Jul-02	MDF bookshelves with cabinet on the bottom+glass	2	Good	PEOPLED
G-27-05	26-Sep-01	MDF bookshelves with cabinet on the bottom+glass	3	Good	PEOPLED
GN-28-02	29-Jul-02	Medical Emergency Bag	3	Good	PEOPLED
G-29-01	28-Aug-01	Meeting Chair	1	Good	Gaza Municipality
GN-29-03	28-Aug-01	Meeting Chair	3	Good	Gaza Municipality
GN-29-04	5-Aug-02	Meeting Chair	4	Good	Jabaliya
GN-29-05	5-Aug-02	Meeting Chair	4	Good	Jabaliya
GN-29-06	5-Aug-02	Meeting Chair	3	Good	Beit Lahia
GN-29-07	5-Aug-02	Meeting Chair	4	Good	Beit Lahia
GN-29-08	5-Aug-02	Meeting Chair	5	Good	Beit Hanoun
G-29-10	10-Jul-01	Meeting Chair	1	Good	Gaza Municipality
G-29-11	10-Jul-01	Meeting Chair	2	Good	Gaza Municipality
G-29-12	28-Aug-01	Meeting Chair	2	Good	Gaza Municipality
G-29-13	28-Aug-01	Meeting Chair	2	Good	Gaza Municipality
G-29-14	10-Jul-01	Meeting Chair	4	Good	Gaza Municipality
G-29-15	10-Jul-01	Meeting Chair	5	Good	Gaza Municipality
G-32-01	20-Dec-01	Shelves daily size 75*62*38	1	Good	Gaza Municipality
GN-33-01	29-Jul-02	Small Table Size 60*120*75	1	Good	Beit Hanoun

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
GN-33-02	29-Jul-02	Small Table Size 60*120*75	3	Good	Jabaliya
GN-33-03	29-Jul-02	Small Table Size 75*80*120	2	Good	Beit Lahia
G-33-05	10-Jul-01	Small Table with overall size 75* 60* 110	1	Good	Gaza Municipality
G-33-06	10-Jul-01	Small Table with overall size 75* 60* 110	2	Good	Gaza Municipality
GN-33-07	10-Jul-01	Small Table with overall size 75* 80* 120	1	Good	Gaza Municipality
G-34-01	28-Aug-01	Table Overall Size 60 *120* Cm	2	Good	Gaza Municipality
GN-34-02	28-Aug-01	Table Overall Size 60 *120* Cm	3	Good	Gaza Municipality
G-36-01	10-Jul-01	White Board	1	Good	PEOPLED
G-36-03	28-Aug-01	White Board Overall Size 240 * 120 Cm	1	Good	Gaza Municipality
GN-36-02	29-Jul-02	White Board Size 80*120	4	Good	PEOPLED
G-28-01	30-Sep-01	Medical Emergency Bag	1	Good	PEOPLED
G-15-04	28-Aug-01	Advertising Board Overall Size 240 *120 Cm	2	Good	PEOPLED
G-17-02	20-Dec-01	Cabinet with Shelves for Printer	1	Good	PEOPLED
G-20-01	27-Apr-03	Drawers	1	Good	PEOPLED
G-21-01	5-Aug-02	Executive Chair	1	Good	PEOPLED
G-21-02	5-Aug-02	Executive Chair	2	Good	PEOPLED
G-34-01	28-Aug-01	Table Overall Size 60 *120* Cm	1	Good	PEOPLED
GN-26-02	10-Jul-01	Manager Chair	1	Good	PEOPLED
G-27-01	10-Jul-01	MDF bookshelves with cabinet on the bottom+glass	1	Good	PEOPLED
G-29-02	31-Oct-02	Meeting Chair	24	Good	PEOPLED
G-31-01	25-Oct-02	Meeting Table	1	Good	PEOPLED
G-33-04	10-Jul-01	Small Table with overall size 75* 60* 110	1	Good	PEOPLED
N-16-01	22-Oct-02	Book Shelves With Cabinet	2	Good	PEOPELD
N-18-01	22-Oct-02	Computer Desk	2	Good	PEOPELD
N-20-03	28-Oct-02	Desk 140/80	6	Good	Al Bireh

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
N-21-04	22-Oct-02	Executive Chair	3	Good	PEOPLED
N-23-04	22-Oct-02	Files Drawers	2	Good	PEOPLED
R-23-05	15-Aug-02	Files Drawers	3	Good	PEOPLEDE
N-35-01	22-Oct-02	Visitor Chair	6	Good	PEOPLED
R-35-02	15-Aug-02	Visitors Chair	2	Good	Al Bireh
R-16-02	15-Aug-02	Book Shelves With Cabinet	6	Good	CRO/PINE
R-18-02	15-Aug-02	Computer Desk	3	Good	(R+B+N)
N-20-03	28-Oct-02	Desk 140/80	1	Good	Ramallah
R-20-02	22-Oct-02	Desk 140/80	1	Good	Al Bireh
R-20-04	15-Aug-02	Desk 140/80	3	Good	(R+B+N)
R-20-05	15-Aug-02	Desk 180/80	1	Good	Nablus
R-20-06	15-Aug-02	Desk For Secretary	1	Good	CRO
R-21-05	15-Aug-02	Executive Chair	4	Good	CRO
N-22-01	22-Oct-02	Fax Table	1	Good	CRO
N-23-03	22-Oct-02	Files Cabinet	1	Good	CRO
N-23-04	22-Oct-02	Files Drawers	1	Good	CRO
R-29-09	15-Aug-02	Meeting Chair	1	Good	CRO
R-30-01	15-Aug-02	Meeting Desk (Room) 215*110	1	Good	CRO
R-35-02	15-Aug-02	Visitors Chair	10	Good	(6R+4N)
R-16-02	15-Aug-02	Book Shelves With Cabinet	2	Good	PEOPLED
R-18-02	15-Aug-02	Computer Desk	2	Good	Nablus
R-20-04	15-Aug-02	Desk 140/80	6	Good	Nablus
R-21-05	15-Aug-02	Executive Chair	3	Good	Nablus
N-23-04	22-Oct-02	Files Drawers	2	Good	PEOPLED
R-23-05	15-Aug-02	Files Drawers	3	Good	PEOPLED
N-35-01	22-Oct-02	Visitor Chair	6	Good	Al Bireh

Code	Purchase date	Description (Including Model)	Ct	Present Condition	Proposed Future Location
R-35-02	15-Aug-02	Visitors Chair	2	Good	Nablus
N-16-01	22-Oct-02	Book Shelves With Cabinet	2	Good	PEOPLED
N-18-01	22-Oct-02	Computer Desk	2	Good	Ramallah
R-20-02	22-Oct-02	Desk 140/80	6	Good	Ramallah
N-21-04	22-Oct-02	Executive Chair	2	Good	PEOPLED
R-21-05	15-Aug-02	Executive Chair	1	Good	PEOPLED
N-23-04	22-Oct-02	Files Drawers	2	Good	PEOPLED
R-23-05	15-Aug-02	Files Drawers	3	Good	PEOPLED
N-35-01	22-Oct-02	Visitor Chair	6	Good	Ramallah
R-35-02	15-Aug-02	Visitors Chair	2	Good	Ramallah

CHF - Property Control List of Other Equipment

Office Equipment

CHF - PEIP/VTPVTP- Gaza and West Bank

Cost Center 24011

15-Jul-04

Code	Purchase Date	Description (Including Model)	Count	Present Condition	Proposed Future Location
GN-37-01	18-Aug-02	Air conditioner	1	Good	PEOPLED
GN-43-02	20-Aug-02	Refrigerator	1	Good	PEOPLED
G-43-01	26-Jul-01	Refrigerator	1	Good	Beit Lahia
G-44-01	8-Jul-01	Telephone "Audi Line"	1	Good	PEOPLED
GN-44-03	18-Aug-02	Telephone Answering Machine	1	Good	PEOPLED
G-44-02	8-Jul-01	Telephone Answering Machine	1	Good	PEOPLED
GN-44-04	18-Aug-02	Telephone Caller ID	1	Good	PEOPLED
G-44-05	8-Jul-01	Telephone Caller ID / Call - Waiting	1	Good	PEOPLED
GN-44-06	18-Aug-02	Telephone Central	1	Good	PEOPLED
GN-44-09	20-Aug-02	Telephone Machine	1	Good	PEOPLED
GN-44-10	20-Aug-02	Telephone Machine	1	Good	PEOPLED
GN-44-08	18-Aug-02	Telephone Machine	1	Good	PEOPLED
G-44-07	20-Aug-02	Telephone Machine	1	Good	PEOPLED
GN-44-11	20-Aug-02	Telephone Machine	1	Good	PEOPLED
G-44-14	9-Jul-01	Telephone Machine Panasonic	1	Good	PEOPLED
G-44-16	9-Jul-01	Telephone Machine Panasonic	1	Good	PEOPLED
G-44-15	9-Jul-01	Telephone Machine Panasonic	1	Good	PEOPLED
GN-44-21	9-Jul-01	Telephone Panasonic	1	Good	PEOPLED
R-39-01	11-May-03	Fans	3	Good	PEOPLED
R-42-02	12-Nov-02	Gas Heater-Laminox	3	Good	Al Bireh

Code	Purchase Date	Description (Including Model)	Count	Present Condition	Proposed Future Location
N-44-12	22-Dec-02	Telephone Machine J.N	3	Good	Al Bireh
R-44-17	14-Aug-02	Telephone Main Panasonic KX-T7030	1	Good	PEOPLED
R-38-01	14-Aug-02	Calculator (Logitech)	1	Good	CRO
R-39-01	11-May-03	Fans	1	Good	CRO
R-40-02	18-Aug-02	Fax Panasonic 502	1	Good	CRO
N-41-01	9-Sep-02	Fire Extinguisher	2	Good	CRO
R-41-02	22-Mar-03	Fire Extinguisher	2	Good	CRO
N-42-01	28-Oct-02	Gas Cylinder	1	Good	CRO
N-42-03	15-Dec-02	Gas Heater (Royal)	3	Good	Al Bireh
N-42-04	27-Oct-02	Gas Stove	1	Good	CRO
R-42-02	12-Nov-02	Gas Heater-Laminox	1	Good	CRO
N-43-03	29-Jun-03	Refrigerator	2	Good	CRO
R-44-19	15-Aug-02	Telephone Panasonic Model	4	Good	CRO
N-44-22	22-Dec-02	Telephone System Panasonic	1	Good	CRO
R-44-23	14-Aug-02	Telephone System Panasonic	1	Good	CRO
R-39-01	11-May-03	Fans	3	Good	CRO
R-42-02	12-Nov-02	Gas Heater-Laminox	3	Good	Nablus
R-44-19	15-Aug-02	Telephone Panasonic Model	3	Good	(1CRO+2Nablus)
R-44-20	24-Nov-02	Telephone Panasonic Model	1	Good	Nablus
N-40-01	13-Aug-02	Fax Panasonic 502	1	Good	PEOPLED
R-42-05	12-Aug-02	Gas Stove + Cylinder	1	Good	PEOPLED
N-43-03	29-Jun-03	Refrigerator	1	Good	PEOPLED
R-39-01	11-May-03	Fans	3	Good	(R+B+N)
R-42-02	12-Nov-02	Gas Heater - Laminox	3	Good	Ramallah
N-44-13	22-Dec-02	Telephone Machine J.N	3	Good	Ramallah
N-44-18	24-Aug-03	Telephone NT - Intercom	1	Good	PEOPLED

4.2 MOU between CHF and the West Bank and Gaza municipalities Ramallah, Al Bireh, Jabaliya, Beit Lahia, Beit Hanoun, and Nablus

Now, THEREFORE, the parties hereto agree:

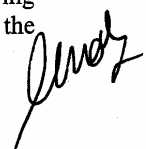
The PEIP/VTP to be implemented and managed by CHF, in partnership with the Nablus Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 117 unemployed persons, generating 2,340 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Nablus, and (c) to vocationally train at least 117 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is April 15th, 2004.
3. The second Party hereby undertakes to initially employ full-time 84 sweepers and 23 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 10 persons will be employed full-time generating 200-person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 117 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$157,500 for the program period of 18 months, or \$8,750 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$73,500 for the 18-months program period, or \$4,083 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$33,333 for the program period of 18 months, or \$1,852 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$88,000 for the program period of 18 months, or \$4,888 per month.
 - Costs of waste disposal, which includes deterioration of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 45,000 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $45,000 \text{ tons} \times \$2 = \$90,000$. Nablus Municipality will



contribute 100% of the costs, equaling \$90,000 for the 18-month program period, or \$5,000 per month.

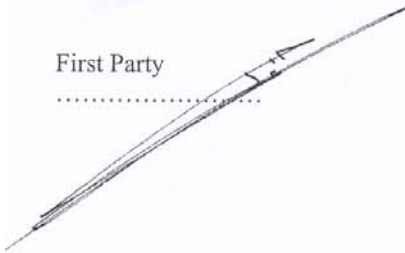
- Costs of waste transportation to designated municipal dumping sites; it is estimated that 45,000 tons of waste will be transported to the designated municipal dumping sites; transport costs by local private contractors are estimated at \$2 per ton; 45,000 tons x \$2 = \$90,000. Nablus Municipality will contribute 50% of the costs, equaling \$45,000 for the 18-month program period, or \$2,500 per month.
 - Costs of overhead municipal management, at a value of \$28,876 for the 18-month program period, or \$1,604 per month.
 - Costs of running public awareness programs (including staff, transportation, and offices), at a value of \$10,500 for the 18-month program period, or \$583 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Nablus, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Nablus, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill/ disposal system for waste disposal;
 - On-the-job training by Nablus Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the West Bank.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation, the English version of the contract shall be the prevailing one.
9. The parties undertakes to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the



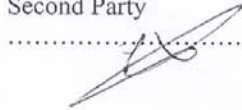
3rd arbitrator if the 2 arbitrators can not appoint the 3rd arbitrator during one month. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.

10. The attached minutes of the meeting held on the 14th of October 2002 in the Municipality is part of this agreement.

First Party

A long, sweeping, and somewhat illegible signature in dark ink, written over a dotted line.

Second Party

A signature in dark ink, consisting of a series of loops and strokes, written over a dotted line.A handwritten signature in dark ink, located in the bottom right corner of the page.

Memorandum of Understanding

Entered into on the xx nd day of July 2002 by and

Between

Ramallah Municipality represented by the Mayor of Ramallah Municipality **Mr. Ayoub J. Rabah**. Herein and after to be referred to as **the first party**.

and

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Mabarekh Street - Al Maysoun, Ramallah, represented by CHF Deputy Program Director, **Mr. Mohammad Said Al-Hmaid**i. Herein and after to be referred to as **the Second party**.

Preamble

Whereas Ramallah Municipality and the Ramallah Communities anticipated the need for an emergency cleaning campaign in Ramallah.

Whereas the Ramallah Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Ramallah.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services "JOBS", named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Ramallah Mayor sent to CHF a Letter of Endorsement September 18th, 2001, in response to the proposed PEIP/VTP, to which both parties are fully committed.

A Project Financed by the United States Agency for International Development



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[Signature]

Now, THEREFORE, the parties hereto agree:

The PEIP/VTP to be implemented and managed by CHF, in partnership with the Ramallah Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 59 unemployed persons, generating 1180 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Ramallah, and (c) to vocationally train at least 59 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is March 18th, 2004.
3. The second Party hereby undertakes to initially employ full-time 42 sweepers and 12 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 5 persons will be employed full-time generating 100 person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 59 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind (no money transaction is expected)** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$78,750 for the program period of 20 months, or \$3,938 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$36,750 for the 20-months program period, or \$1,836 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$16,667 for the program period of 20 months, or \$833 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$44,000 for the program period of 20 months, or \$2,200 per month.
 - Costs of waste disposal, which includes value depreciation of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 22,537 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $22,537 \text{ tons} \times \$2 = \$45,073$. Ramallah Municipality will

AR



contribute 100% of the costs, equaling \$45,073 for the 20-month program period, or \$2,254 per month.

- Costs of waste transportation to designated municipal dumping sites; it is estimated that 22,537 tons of waste will be transported to the designated municipal dumping sites; transport costs by local private contractors are estimated at \$2 per ton; 22,537 tons x \$2 = \$45,073. Ramallah Municipality will contribute 50% of the costs, equaling \$22,537 for the 20-month program period, or \$1,127 per month.
 - Costs of overhead municipal management, at a value of \$14,438 for the 20-month program period, or \$722 per month.
 - Costs of running public awareness programs (including staff, transportation, and offices), at a value of \$5,250 for the 20-month program period, or \$263 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Ramallah, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Ramallah, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill for disposal;
 - Office space for the public awareness/ community participation group;
 - Storage facility for the trash cleaners equipment
 - The possibility to expand the municipality mobile phone network to cover the CHF employed staff and workers under this program
 - On-the-job training by Ramallah Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the West Bank.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation, the English version of the contract shall be the prevailing one.

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9. The parties undertake to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the 3rd arbitrator, if the 2 arbitrators can not appoint the 3rd arbitrator during one month, the Chairman of Chamber of Commerce in Ramallah/ Al-Bireh Governorate will be the appointing authority. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.

First Party

Abdullah Rabah
31/7/2002

Second Party

[Signature]
c-c/v/21



[Signature]

Memorandum of Understanding

Entered into on the 22nd day of July 2002 by and

Between

Al-Bireh Municipality represented by the Mayor of Al Bireh Municipality **Mr. Waleed Hamad** Herein and after to be referred to as **the first party**.

and

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Mabarekh Street – Al Maysoun, Al Bireh, represented by CHF Deputy Program Director, **Mr. Mohammad Said Al-Hmaidi**. Herein and after to be referred to as **the Second party**.

Preamble

Whereas Al Bireh Municipality and the Al Bireh Communities anticipated the need for an emergency cleaning campaign in Al Bireh

Whereas the Al Bireh Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Al Bireh.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services “JOBS”, named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Al Bireh Mayor sent to CHF a Letter of Endorsement January 10th, 2002, in response to the proposed PEIP/VTP, to which both parties are fully committed.

A Project Financed by the United States Agency for International Development



Now, THEREFORE, the parties hereto agree:

The PEIP/VTP to be implemented and managed by CHF, in partnership with the Al Bireh Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 64 unemployed persons, generating 1280 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Al-Bireh, and (c) to vocationally train at least 64 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is March 18th, 2004.
3. The second Party hereby undertakes to initially employ full-time 42 sweepers and 17 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 5 persons will be employed full-time generating 100 person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 64 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind (no money transaction is expected)** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$78,750 for the program period of 20 months, or \$3,938 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$36,750 for the 20-months program period, or \$1,836 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$16,667 for the program period of 20 months, or \$833 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$44,000 for the program period of 20 months, or \$2,200 per month.
 - Costs of waste disposal, which includes value depreciation of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 22,537 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $22,537 \text{ tons} \times \$2 = \$45,073$. Al Bireh Municipality will



Handwritten signature in blue ink.

contribute 100% of the costs, equaling \$45,073 for the 20-month program period, or \$2,254 per month.

- Costs of waste transportation to designated municipal dumping sites; it is estimated that 22,537 tons of waste will be transported to the designated municipal dumping sites; transport costs by local private contractors are estimated at \$2 per ton; 22,537 tons x \$2 = \$45,073. Al Bireh Municipality will contribute 50% of the costs, equaling \$22,537 for the 20-month program period, or \$1,127 per month.
 - Costs of overhead municipal management, at a value of \$14,438 for the 20-month program period, or \$722 per month.
 - Costs of running public awareness programs (including staff, transportation, and offices), at a value of \$5,250 for the 20-month program period, or \$263 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Al Bireh, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Al Bireh, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill for disposal;
 - Office space for the public awareness/ community participation group;
 - Storage facility for the trash cleaners equipment
 - The possibility to expand the municipality mobile phone network to cover the CHF employed staff and workers under this program
 - On-the-job training by Al Bireh Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the West Bank.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation, the English version of the contract shall be the prevailing one.



9. The parties undertakes to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the 3rd arbitrator, if the 2 arbitrators can not appoint the 3rd arbitrator during one month, the Chairman of Chamber of Commerce in Ramallah/ Al Bireh Governorate will be the appointing authority. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.

First Party

Second Party

W.M. Hamad

Handwritten signature and date 12/10

Official stamp of AL-Bireh Municipality

Handwritten signature

Memorandum of Understanding

Entered into on the 24th day of July 2002 by and

Between

Jabalia Nazlah Municipality represented by the Mayor of Jabalia Nazlah Municipality **Mr. Khalil Ahmed Samara**. Herein and after to be referred to as **the first party**.

And

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Mabarekh Street – Al Maysoun, Ramallah, represented by CHF Program Directory, **Ms. Liesbeth Zonneveld**. Herein and after to be referred to as **the Second party**.

Preamble

Whereas Jabalia Nazlah Municipality and the Jabalia Nazlah Communities anticipated the need for an emergency cleaning campaign in Jabalia.

Whereas the Jabalia Nazlah Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Jabalia.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services “JOBS”, named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Jabalia Nazlah Mayor sent to CHF a Letter of Endorsement March 23rd, 2002 in response to the proposed JOBS program, to which both parties are fully committed.

Now, THEREFORE, the parties hereto agree:

A Project Financed by the United States Agency for International Development

Khalil Samara
24-7-2002



Liesbeth Zonneveld

The PEIP/VTP to be implemented and managed by CHF, in partnership with the Jabalia Nazlah Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 55 unemployed persons, generating 1,100 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Jabalia Nazlah, and (c) to vocationally train at least 55 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is March 18th, 2004.
3. The second Party hereby undertakes to initially employ full-time 42 sweepers and 8 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 5 persons will be employed full-time generating 100-person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 55 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$78,750 for the program period of 20 months, or \$3,938 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$3,675 for the 20-months program period, or \$184 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$16,666 for the program period of 20 months, or \$833 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$44,000 for the program period of 20 months, or \$2,200 per month.
 - Costs of waste disposal, which includes deterioration of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 22,000 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $22,000 \text{ tons} \times \$2 = \$44,000$. Jabalia Nazlah Municipality will contribute 50% of the costs, equaling \$22,000 for the 20-month program period, or \$1,100 per month.

Iskander Samir
kh
24-7-2002

Quady

- Costs of overhead municipal management, at a value of \$14,438 for the 20-month program period, or \$722 per month.
 - Costs of running public awareness program (including staff, transportation, and offices), at a value of \$5,250 for the 20-month program period, or \$263 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Jabalia Nazlah, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Jabalia Nazlah, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill for disposal;
 - On-the-job training by Jabalia Nazlah Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the Gaza Strip.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation; the English version of the contract shall be the prevailing one.
9. The parties undertakes to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the 3rd arbitrator if the 2 arbitrators cannot appoint the 3rd arbitrator during one month. The Chairman of Businessmen's Associations, Gaza will be the appointing authority. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.

First Party

Shahid Samara
Shahid
 24.7.2002

Second Party

Amr Youssef
 24 July 2002

Memorandum of Understanding

Entered into on the 24th day of July 2002 by and

Between

Beit Lahia Municipality represented by the Mayor of Beit Lahia Municipality **Mr. Mohammed Adl Al-Massry**. Herein and after to be referred to as **the first party**.

And

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Mabarekh Street – Al Maysoun, Ramallah, represented by CHF Program Directory, **Ms. Liesbeth Zonneveld**. Herein and after to be referred to as **the Second party**.

Preamble

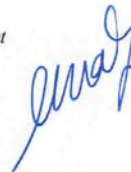
Whereas Beit Lahia Municipality and the Beit Lahia Communities anticipated the need for an emergency cleaning campaign in Beit Lahia.

Whereas the Beit Lahia Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Beit Lahia.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services "JOBS", named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Beit Lahia Mayor sent to CHF a Letter of Endorsement March 13th, 2002 in response to the proposed JOBS program, to which both parties are fully committed.

A Project Financed by the United States Agency for International Development



Now, THEREFORE, the parties hereto agree:

The PEIP/VTP to be implemented and managed by CHF, in partnership with the Beit Lahia Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 35 unemployed persons, generating 500 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Beit Lahia , and (c) to vocationally train at least 25 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is March 18th, 2004.
3. The second Party hereby undertakes to initially employ full-time 25 sweepers and 7 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 3 persons will be employed full-time generating 60-person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 35 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$46,875 for the program period of 20 months, or \$2,344 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$2,188 for the 20-months program period, or \$109 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$9,999 for the program period of 20 months, or \$500 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$26,400 for the program period of 20 months, or \$1,320 per month.
 - Costs of waste disposal, which includes deterioration of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 13,095 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $13,095 \text{ tons} \times \$2 = \$26,190$. Beit Lahia Municipality will



contribute 50% of the costs, equaling \$13,095 for the 20-month program period, or \$655 per month.

- Costs of overhead municipal management, at a value of \$8,662 for the 20-month program period, or \$433 per month.
 - Costs of running public awareness program (including staff, transportation, and offices), at a value of \$3,150 for the 20-month program period, or \$158 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Beit Lahia, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Beit Lahia, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill for disposal;
 - On-the-job training by Beit Lahia Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the Gaza Strip.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation; the English version of the contract shall be the prevailing one.
9. The parties undertake to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the 3rd arbitrator if the 2 arbitrators cannot appoint the 3rd arbitrator during one month. The Chairman of Businessmen's Associations, Gaza will be the appointing authority. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.

First Party

Second Party

[Signature]
24 July 2002

Memorandum of Understanding

Entered into on the 24th day of July 2002 by and

Between

Beit Hanoun Municipality represented by the Mayor of Beit Hanoun Municipality **Mr. Ibrahim Hamad**. Herein and after to be referred to as **the first party**.

And

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Mabarekh Street – Al Maysoun, Ramallah, represented by CHF Program Directory, **Ms. Liesbeth Zonneveld**. Herein and after to be referred to as **the Second party**.

Preamble

Whereas Beit Hanoun Municipality and the Beit Hanoun Communities anticipated the need for an emergency cleaning campaign in Beit Hanoun.

Whereas the Beit Hanoun Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Beit Hanoun.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services "JOBS", named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Beit Hanoun Mayor sent to CHF a Letter of Endorsement March 16th, 2002 in response to the proposed JOBS program, to which both parties are fully committed.



Project Financed by the United States Agency for International Development



Now, THEREFORE, the parties hereto agree:

The PEIP/VTP to be implemented and managed by CHF, in partnership with the Beit Hanoun Municipality, under the following commitments of each Party:

1. The objectives of both Parties are: (a) to employ, by the second party, at least 26 unemployed persons, generating 500 person months direct employment, (b) to markedly improve the environmental and public health of the Municipality of Beit Hanoun, and (c) to vocationally train at least 25 persons who will be more able to enter the permanent job market at project end.
2. The estimated completion date of the program is March 18th, 2004.
3. The second Party hereby undertakes to initially employ full-time 17 sweepers and 7 supporting staff for the period of duration of this Memorandum of Understanding. In addition, an estimated 2 persons will be employed full-time generating 40-person months direct employment.
4. The Second Party hereby undertakes to vocationally train at least 26 persons who will be more able to enter the permanent job market at program end.
5. The First Party will not lay off municipal laborers during the project period in the event that this clean-up campaign should result in a decrease in the current workload in solid waste collection.
6. The First Party hereby undertakes to contribute **in kind** to the program the following:
 - Costs of part-time municipal labor support from Municipality, sweepers and other Health & Environment Departmental staff, at a value of approximately \$31,875 for the program period of 20 months, or \$1,594 per month.
 - Costs of neighborhood cleaning (trucks, loaders, containers) running costs and depreciation, at a value of approximately \$1,488 for the 20-months program period, or \$74 per month.
 - Costs of landfill equipment depreciation, at a value of approximately \$6,666 for the program period of 20 months, or \$333.33 per month.
 - Costs of loss of land value for landfill, at a value of approximately \$8,905 for the program period of 20 months, or \$445 per month.
 - Costs of waste disposal, which includes deterioration of landfill and surrounding area, deterioration of asphalt road to the landfill; it is estimated that 8,905 tons of waste will be disposed of at the municipal landfill at a cost of \$2 per ton. $8,905 \text{ tons} \times \$2 = \$17,810$. Beit Hanoun Municipality will



contribute 50% of the costs, equaling \$8,905 for the 20-month program period, or \$445 per month.

- Costs of overhead municipal management, at a value of \$5,775 for the 20-month program period, or \$289 per month.
 - Costs of running public awareness program (including staff, transportation, and offices), at a value of \$2,100 for the 20-month program period, or \$105 per month.
 - To cover all the hires of CHF under the third party liability policy of the Municipality of Beit Hanoun, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - To cover all the hires of CHF under the workmen's compensation policy of the Municipality of Beit Hanoun, whereas the financial implications will be paid from the employees' unit costs/salaries;
 - **Indemnity to CHF and USAID for any injury or damage inflicted by or to all these hires;**
 - The availability of the municipal landfill for disposal;
 - On-the-job training by Beit Hanoun Municipality staff when appropriate; and
 - All that can be expected in line with a harmonious co-operation.
7. The Memorandum of Understanding expresses a commitment under the laws of Palestine, implemented in the Gaza Strip.
8. This Memorandum of Understanding has been drafted and signed in English, in case of any misunderstanding due to, or caused by translation or interpretation; the English version of the contract shall be the prevailing one.
9. The parties undertakes to resolve any disputes result to or arising from the implementation of this contract by direct negotiation, and if these negotiations fail, then both parties will refer the dispute to mediation, if the mediation fails or the parties did not reach an agreement within one month from the date of referring the dispute, then the dispute will be referred to arbitration where both parties will be required to appoint an arbitrator within 30 days from the date of any party notifying the other one of the intention to go to arbitration. The two arbitrators will appoint the 3rd arbitrator if the 2 arbitrators cannot appoint the 3rd arbitrator during one month. The Chairman of Businessmen's Associations, Gaza will be the appointing authority. The award for the arbitrators will be final and binding and the arbitration will be according to the rules of Palestinian Law.



Second Party

[Signature]
24 July 2022.

Memorandum of Understanding

Entered into on the 15th day of October 2002 by and

Between

Nablus Municipality represented by the Mayor of Nablus Municipality **H.E. Mr. Ghassan Al-Shaka'ah**. Herein and after to be referred to as **the first party**.

and

CHF - THE Cooperative Housing Foundation, registered with the Palestinian National Authority as a Non-Profit-Organization and having its address on Al Maaref Street – Al Bireh, represented by CHF Deputy Program Director, **Mr. Mohammad Said Al-Hmaidi**. Herein and after to be referred to as **the Second party**.

Preamble

Whereas Nablus Municipality and the Nablus Communities anticipated the need for an emergency cleaning campaign in Nablus.

Whereas the Nablus Municipality acknowledges the urgent need for the establishment of a job creation program in the current climate of high unemployment in Nablus.

Whereas USAID has awarded CHF with a Community Services Program Job Opportunities through Basic Services “JOBS”, named the Palestinian Environmental Improvement/Vocational Training Program PEIP/VTP.

Whereas, the Nablus Mayor sent to CHF a Letter of Endorsement March 28th, 2002 in response to the proposed JOBS program, to which both parties are fully committed.

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A handwritten signature in black ink, appearing to read "Jmady", located to the right of the USAID logo.

4.3 Letters of Appreciation

No.	Date	Sent by	Contact person	Type of Cooperation
Jabaliya				
1	03/11/2002	Osama Ben Zayd School	Suleiman Taleb	Cleaning Campaign
2	03/11/2002	Al Nazla School	Zaki Khair Al Deen	General meeting
3	06/11/2002	Al Nazla School	Zaki Khair Al Deen	General meeting and Cleaning Campaign
4	06/11/2002	Faisal Ben Fahed School	Noha Shatat	Cleaning and Planting Campaign
5	09/11/2002	Jabaliya School for Grills-A	Eman Mosmar	Cleaning and Planting Campaign
6	09/11/2002	Jabaliya School for Girls-A	Eman Mosmar	Cleaning and Planting Campaign
7	15/11/2002	Jabaliya School for Girls-A	Eman Mosmar	Lectures about environmental issues
8	15/11/2002	Jabaliya School for Girls-B	Salwa Al Sorifi	Cleaning and Planting Campaign
9	13/11/2002	Jabaliya School for Girls-B	Salwa Al Sorifi	Cleaning and Planting Campaign
10	18/11/2002	Al Rafi School	Ashraf Al Kord	Hairdressing Campaign
11	18/11/2002	Al Rafi School	Khamees Al Batran	Cleaning Campaign
12	22/11/2003	Al Rafi School	Khamees Al Batran	Lectures about environmental issues
13	23/01/2003	Al Shaheed Raed Private Primary School	Administration	General meeting
14	21/09/2003	Hafsa Bint Abu Omar School	Izdihar Abo Jaser	Cleaning and Planting Campaign
15	20/08/2003	Jabaliya School for Boys	Director	Hairdressing Campaign
16	03/11/2002	Sa'ad Ben Abu Waqas School	Hassan Al Shawa	Cleaning Campaign
17	13/10/2003	Al Amer Project	Abed Al Majeed Alaila	Cleaning vacant lot No.978
18	15/09/2003	Al Bokhary Neighborhood Committee	Chairman	Cleaning Campaign
19	13/9/2003	Omar Ben Al Kattab Neighborhood Comm.	Saeed Radwan	Cleaning vacant lot No. 217
20	10/11/2002	Residents of Asalya St.	Mohammad Asalya	Cleaning Campaign
21	11/02/2004	Palestinian Youth Association	Administrative staff	Two lectures about environmental issues
22	21/01/2003	Al Shrouk Market	Mahmoud Oudah	Cleaning Campaign
23	24/01/2003	Nebrass Al Ajial Association for the Care and Rehabilitation of the Handicapped	Administrative staff	General meeting
24	28/11/2002	Jabaliya Municipality	Mayor of Jabaliya	Salah Dardona Cleaning Campaign
25	18/01/2003	Dr. Maher Al Sosi - Islamic University	Dr. Maher Al Sosi	Home visits - general meeting
26	23/01/2003	Sadey Shaqoura and residents	Sadey Shaqoura	Cleaning vacant lots
27	23/12/2003	Omar Ali Ghroub	Omar Ali Ghroub	Fencing vacant lot
28	23/12/2003	Bank of Palestine	Branch Administration	Cleaning street by Bank of Palestine

No.	Date	Sent by	Contact person	Type of Cooperation
Beit Lahia				
29	04/11/2003	Awni Al Hertany School	Nahla Kasab	Cleaning and Planting Campaign
30	03/11/2003	Beit Lahia Elementary School	Ziyad Hamoda	Cleaning Campaign
31	15/03/2003	Beit Lahia Elementary School	Mostafa Mosabih	Cleaning Campaign
32	15/03/2003	Aub Tamam School	Nabiha Al Madhoun	Cleaning and Planting Campaign
33	18/02/2003	Aub Tamam School	Nabiha Al Madhoun	Environmental lectures
34	10/02/2002	Aub Tamam School	Nabiha Al Madhoun	Environmental lectures
35	08/05/2002	Al Shayma' Secondary School	Maryam Abu Sieef	Environmental lectures
36	06/04/2003	Al Shayma' Secondary School	Maryam Abu Sieef	Environmental lectures
37	27/03/2003	Zayd Ben Haertha School-A	Director	Cleaning Campaign and environmental lectures
38	28/10/2002	Zayd Ben Haretha School-A	Director	Cleaning Campaign and Environmental Lectures
39	27/03/2004	Zayd Ben Haretha School-B	Director	Cleaning Campaign and Environmental Lectures
40	09/11/2002	Zayd Ben Haretha School-B	Director	Cleaning Campaign and Environmental Lectures
40	27/03/2003	Tel Al Zater School- A	Hanan Abo Rass	Cleaning Campaign
41	27/03/2004	Tel Al Zater School- B	Nahla Kasab	Cleaning Campaign
42	28/10/2002	Obayda Ben Al Jarah School	Omran Alyan	Cleaning Campaign
43	13/10/2003	Al Sindbad Club	Mohammad Jouda	Cleaning Campaign
44	13/10/2003	Beit Lahia Medical Center	Lou'a Al Masri	General Meeting

No.	Date	Sent by	Contact person	Type of Cooperation
Beit Hanoun				
45	07/11/2003	Beit Hanoun Secondary School	Haleema Abu Morad	Cleaning and Planting Campaign
46	15/10/2003	Beit Hanoun Secondary School	Haleema Abu Morad	Cleaning and Planting Campaign
47	28/10/2002	Beit Hanoun Secondary School	Haleema Abu Morad	Cleaning and Planting Campaign
48	16/10/2003	Beit Hanoun Elementary School (B)	Director	Palestinian Arab Environment Day
49	7/11/2002	Beit Hanoun Elementary School (A)	Director	Environmental lectures
50	10/04/2004	Beit Hanoun School	Director	Cleaning Campaign
51	28/10/2002	Student in Beit Hanoun School	Waid Nasser	Cleaning Campaign
52	22/03/2003	Al Misleh Family	Abdallah Misleh	Cleaning Campaign
53	8/10/2003	Ministry of Local Government	Ibraheem Al Masri	Cleaning Al Masreen St.
54	02/04/2003	Beit Hanoun Municipality	Khawla Ashour	Home visits and general meeting
55	19/03/2003	Al Masryeen Neighborhood Committee	Abu Al Raied Al Masri	Al Masryeen Campaign
56	03/04/2003	Al Kafarna Family	Hoseen Al Kafarna	Cleaning Campaign
57	03/04/2003	Balsem Hospital	Mohammad Zomlot	Cleaning Campaign
58	04/02/2003	Al Naser Mosque	Hussein Abu Zoreek	Mosque Program
59	07/06/2003	Al Kans'a Kindergarten	Administrative staff	General meeting
60	22/10/2003	Al Quds Medical	Marwan Hiwihi	General meeting
61	04/02/2003	Al Ouda Towers	Nabil Amer	General meeting
62	07/06/2003	Islamic Association	Administration	Environmental lectures
63	24/03/2003	Islamic Association	Director	Environmental lectures
64	25/3/2003	Beit Hanoun Clinic	Administration	General meeting

4.4 School Programs and Environmental Summer Camps

School-Based Environment Clubs Program

From October 1, 2002 to May 28, 2003

The public awareness staff coordinated with **six** schools to implement the school program in cooperation with the Ministry of Education:

- | | |
|---------------------------------|-------------|
| • Faisal Ben Fahed School | Jabaliya |
| • That El Sawary School | Jabaliya |
| • EL Shaim'a Secondary School | Beit Lahia |
| • Tel Al Zater School-A | Beit Lahia |
| • Beit Hanoun Secondary School | Beit Hanoun |
| • Beit Hanoun Elementary School | Beit Hanoun |

School Program

Form August 2003 to May 2004

In cooperation with the Ministry of Education and Agricultural Development Association, CHF implemented cleaning and planting campaigns in which 42 schools participated.

Activities:

- Presentation about PEIP/VTP and its goals
- Field trip to vacant lots
- Home visits around the vacant lots
- Lectures about the environment accompanied by games
- Drawing natural scenes with crayons
- TV and video presentations
- Theater shows
- Cut and paste
- Environmental play
- Environmental songs
- Open discussion about environmental issues

Jabaliya Schools	Beit Lahia Schools	Beit Hanoun Schools
Al Nazla School	Al Shaym'a Secondary School	Beit Hanoun Secondary School
That Al Sawary School	Al Shaym'a Elementary School	Beit Hanoun Elementary School-A
Amouas School	Zayed Ben Haretha School-B	Beit Hanoun Elementary School-B
Al Rafi School A	Zayed Ben Haretha School-A	Beit Hanoun Primary School
Al Rafi School B	Tel Al Zater School-A	Beit Hanoun Elementary School-C
Al Shaheed Raid Private Primary School	Tel Al Zater School-B	Heal Abed Al Hameed School
Hafsa Bent Omer School	Awni Al Hertany School	Beit Hanoun School for Boys
Faisal Ben Fahed School	Aub Tamam School	Abu Tammam School
Osama Ben Zayed School	Beit Lahia Elementary School	
Al Hertani School	Beit Lahia Secondary School	
Othman Ben Afa'an School	Beit Lahia Secondary School (UNRWA)	
Abed Al Rahman School	Moa'a Ben Abu Sofyan School	
Beit Lahia Girls School	Beit Lahia Secondary School	
Halima Al Sadeya School	Obaydah Ben Al Jarah School	
Jabaliya School for Girls-A	Um Al Fahem Secondary School	
Jabaliya School for Girls-B		
Sa'ad Ben Abu Waqas School		
Jabaliya School for Boys (UNRWA)		
Asm'a Bint Abu Baker School		

Environmental Summer Camp for Kids

The summer camp was held at Al Karwan Kindergarten from July 1-25, 2003.

In coordination with the Municipality of Jabaliya and the Childhood Department of the Ministry of Youth and Sport, CHF's public awareness and surveying staff participated in Al Amal environmental summer camp for 120 Jabaliya children, aged 8 to 14 years.

The threefold objectives of the camp:

- To increase children's awareness of environmental issues at school, at home, and in their streets
- To enhance children's attitudes towards the environment using participatory activities and games
- To enhance children's participation and sense of responsibility regarding keeping vacant lots clean

Activities:

- Presentation about PEIP/VTP
- Video program
- Cleaning Campaign
- Environment competition
- Environmental problems
- Environment workshops
- Environment lectures